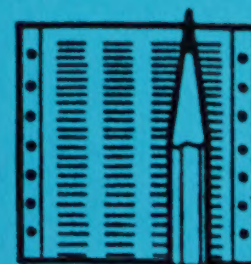
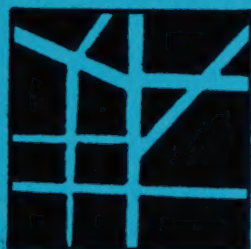




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City of Sunnyvale

General Plan Executive Summary



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**CITY OF SUNNYVALE
COMMUNITY DEVELOPMENT DEPARTMENT**

MEMORANDUM

DATE: March 13, 1998

TO: Distribution

FROM: Cheryl Bissey, Principal Office Assistant

SUBJECT: Updates to the Executive Summary of the General Plan

Attached are the updated pages for your Executive Summary Binder:

Existing Pages

Replace With Pages

✓ Title Page	Title Page
✓ General Plan for the City of Sunnyvale (2 pages)	General Plan for the City of Sunnyvale (2 pages)
✓ (1.) pages 1 thru 12	(1.) page 1
✓ (2.1) pages 1 thru 11	(2.1) pages 1 thru 20
✓ (3.1) pages 1 thru 8	(3.1) pages 1 thru 15
✓ (3.2) page 1	(3.2) pages 1 thru 9
✓ (3.6) pages 1 thru 6	(3.6) pages 1 thru 8
✓ (6.3) pages 1 thru 4	(6.3) pages 1 thru 8
✓ (6.4) pages 1 thru 6	(6.4) pages 1 thru 10

9400773

**CITY OF SUNNYVALE
MEMORANDUM**

DATE: July 7, 1995
TO: Distribution
FROM: Theresa J. Blake, Principal Office Assistant
SUBJECT: EXECUTIVE SUMMARY UPDATE

Attached are updated pages for your Executive Summary Binder.

Existing Pages

- ✓ Title Page
- ✓ General Plan for the City of Sunnyvale
2 pages
- ✓ Community Condition Indicators -
2 pages
- ✓ (4.1) pages 1 thru 8
- ✓ (4.2) pages 1 thru 8
- ✓ (7.2) pages 1 thru 7

Replace With Pages

- Title Page
- General Plan for the City of Sunnyvale
2 pages
- Community Condition Indicators -
2 pages
- (4.1) pages 1 thru 8
- (4.2) pages 1 thru 9
- (7.2) pages 1 thru 13

GENERAL PLAN EXECUTIVE SUMMARY



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Includes Sub-Element Amendments Through February, 1998

**Community Development Department
Sunnyvale, California**



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The General Plan for the City of Sunnyvale

What is a General Plan?

The General Plan is a set of long-term goals and policies that guide local government decisions. The General Plan has been used primarily to guide land development decisions. However, in 1980 the City of Sunnyvale, recognizing the importance of integrating all aspects of local government management into the General Plan, expanded the plan to include a more comprehensive approach to planning. City activities as diverse as seismic safety, the arts, and fiscal planning are now included in the Sunnyvale General Plan. Moreover, the City's budget, known as the Resource Allocation Plan, ties service levels directly to the policies and priorities established in the General Plan elements.

The Sunnyvale General Plan

The Sunnyvale General Plan is a unique document. It is a reflection of the City's administrative organization and its service delivery system. The General Plan is composed of separate and independent documents called elements and sub-elements. The elements and sub-elements of Sunnyvale General Plan are:

<u>Date Adopted</u>	<u>Elements</u>
	1. Transportation (see 2.1)
	2. Community Development
1997	2.1 Land Use and Transportation
1992	2.2 Open Space
1988	2.3 Housing and Community Revitalization
1993	2.4 Safety and Seismic Safety
1990	2.5 Community Design
	3. Environmental Management
1996	3.1 Water Resources
1996	3.2 Solid Waste
1983	3.3 Sanitary Sewer System
1993	3.4 Surface Runoff
1981	3.5 Energy
1997	3.6 Noise
1993	3.7 Air Quality
	4. Public Safety
1995	4.1 Law Enforcement
1995	4.2 Fire Services
1988	4.3 Support Services
1989	5. Socio-Economics

<u>Date Adopted</u>	<u>Elements</u>
	6. Cultural
1993	6.1 Recreation
1990	6.2 Library
1995	6.3 Heritage Preservation
1995	6.4 Arts
	7. Planning and Management
1988	7.1 Fiscal Management
1995	7.2 Community Participation
1986	7.3 Legislative/Management

Each element and sub-element document outlines the flow from the present to the future. The documents are both a problem statement and an integrated set of goals, policies, and actions. Each document contains the following sections:

Introduction

This gives a background or executive summary of the sub-element.

Major Facts and Findings

This is a presentation and assessment of present conditions. The information presented in this section is based on the measurement of "community indicators". These indicators are identified for each element or sub-element.

Assumptions

The future can never be accurately described. Any attempt to project the future is at best, an intelligent estimate based on current conditions and trends. The assumptions outline what conditions and trends will affect the future and what goals and objectives need to be pursued to ensure that the desired conditions will be achieved. The need for this section is evaluated on an individual basis and, therefore, may not be included in all Sub-elements.

Goals and Policies

This section outlines the city's aspirations for each element and sub-element. Goals and policies are broad and general statements that describe the ideal situation.

Action Statements

The final section of each individual document is a course of action. The action statements describe short term and specific steps that must be taken to achieve the City's goals and policies.

How to Use the Sunnyvale General Plan

The Sunnyvale General Plan document is to be composed of many separate documents. The documents are summarized in a single document called "The Sunnyvale General Plan Executive Summary".

Updating the General Plan

The General Plan Executive Summary contains some of the text and maps found in the elements and sub-elements. The full array of sub-elements have not yet been adopted or completed, while some completed are already being rewritten and updated.

When a new sub-element document is adopted or when an updated version is adopted, a new entry shall be made into the General Plan Executive Summary.

Community Condition Indicators

Community Condition Indicators are quantifiable and important community conditions that measure the City's progress in working towards a goal. The Community Condition Indicators (CCI) are monitored each year to track changes in service demands and the general state of being. Selected indicators for each element and sub-element are listed below. The complete list of these indicators are found in the Resource Allocation Plan.

Updating the General Plan

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		1993-1994
1.	Transportation	
1.1	Vehicle miles travelled on a weekday	1,928,355
1.2	Selected average daily volume traffic counts:	
A.	Mathilda Avenue between Maude Avenue and Bayshore Freeway	51,349
B.	Homestead Road between Hollenbeck Avenue and Sunnyvale-Saratoga Road	25,707
C.	Mary Avenue between Central Expressway and Maude Avenue	13,059
D.	Remington Drive Between Sunnyvale-Saratoga Road and El Camino Real	16,918
E.	Wolfe Road between Evelyn Avenue and Kifer Road	29,584
F.	Sunnyvale-Saratoga Road between Remington Drive and Fremont Avenue	42,607
2.	Community Development	
2.1	Land Use	
2.17	Dwelling Units: Single Family	24,292
	Multi-Family	22,531
	Mobile Home	3,893
2.2	Square Miles in the incorporated area of the City	23.8
2.20	Percentage of housing stock over 25 years of age	72%
2.28	Building Safety Permits issued	5,400
2.2	Open Space	
2.5	Open Space acreage per 1000 population	6.9
2.3	Housing and Community Revitalization	
2.30	Code violations reported annually	898
2.4	Safety and Seismic Safety	
2.19	Percent of habitable land subject to a 100 year flood	3.8%

	2.21	Number of hazardous material spills incidents	35
2.5		Community Design	
	2.15	Street Trees	34,556
3.		Environmental Management	
	3.1	Water Resources	
	3.1	Millions of gallons of water sold annually:	
		A. Residential	4,526
		B. Other	3,257
	3.2	Average daily water demand in millions of gallons	21.3
	3.2	Solid Waste Management (Sub-Element has not yet been adopted)	
	3.3	Sanitary Sewer System	
	3.20	Millions of gallons of liquid wastes treated per year	4,840
	3.21	Average daily volume of liquid wastes in millions of gallons	13.3
	3.4	Surface Runoff	
	3.16	Curb miles of streets that require sweeping	660
	3.5	Energy	
	3.29	Tons of residential/commercial/industrial solid wastes disposed annually	127,470
	3.30	Tons of solid waste recycled	6,981
	3.34	Kilowatt hours used per capita in residential sector	613.26
	3.35	Kilowatt hours used per capita in industrial and commercial sectors	11,131.67
	3.6	Noise	
	3.43	Complaints per year about noise from land use operations (excludes intermittent noise)	10
	3.7	Air Quality	
		* no Community Condition Indicator	
	3.28	Air Pollution: Days ozone standards exceeded per year	2
4.		Public Safety	
	4.1	Law enforcement	
	4.9	Total FBI part I crimes	4,701
	4.12	Total calls for police service per 1000 population	490
	4.13	Emergency calls for police services per 1000 population	89.5
	4.14	Traffic emergency calls per 1000 population	17.0
	4.17	Traffic accidents resulting in injury	544

4.2	Fire Services	
4.2	Median dollar value of property loss per building fire	500
4.3	Incidence of building fires per 1000 population	1.15
5.	Socio-Economic	
5.1	City population	124,200
5.8	Total civilian labor force	71,571
5.9	Jobs in the City	114,050
5.10	Unemployed City residents	4,187
6.	Cultural	
6.1	Recreation	
6.2	Percent of individuals participating in classes who are residents	83.8%
6.2	Library	
6.19	Total number of persons visiting facilities	812,691
6.21	Total number of library materials circulated	1,287,210
6.26	Title fill rate (success rate for patron searches) in the adult collection	62%
6.27	Author and subject fill rate (success rate for patron searches) in the adult collection	73%
6.3	Cultural Arts	
6.10	Total City-sponsored Cultural Arts participant hours	345,574
7.	Planning and Management	
7.2	Community participation	
7.40	Total citizen contacts at City Hall information desk	34,990
7.3	Legislative management	
7.1	Legislative policy issues considered	197

Updating the General Plan

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Legislative/Management	

* Note: Sub-Element has not yet been adopted

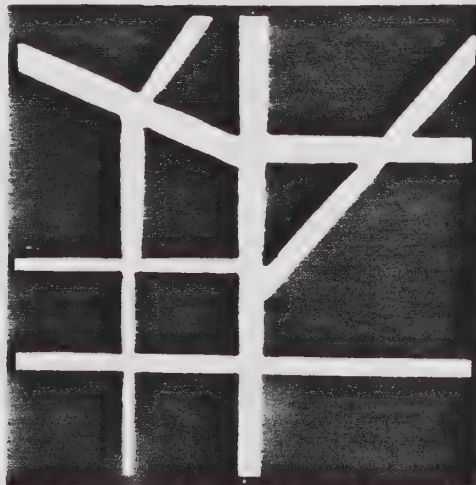
1. Transportation Element

**THE
TRANSPORTATION ELEMENT**

**HAS BEEN
COMBINED WITH THE**

LAND USE ELEMENT

**SEE
SECTION 2.1 UNDER
COMMUNITY DEVELOPMENT**



Land Use and Transportation Element

Introduction

Land use and transportation have an affect on virtually all other elements of the General Plan. Decisions on the use of land determine the character of the community, its economic vitality, and the future demand for services. Therefore, it is essential to have a firm base from which to identify and consider land use and transportation issues. While providing this information, the General Plan also articulates the community's vision for the future through a description of goals, policies, and actions. Since the first General Plan was adopted for Sunnyvale in 1957, the City has expressed its goals for the future with emphasis in four broad areas:

- ◆ Appropriate housing
- ◆ A strong economy
- ◆ Transportation efficiency
- ◆ Community character

The City's general desire for a strong economy, efficient transportation, appropriate housing and community character are comprehensive and interwoven concepts. They have a timeless quality and continue to provide a solid platform for the City's land use and transportation goals. The Land Use and Transportation Element uses these concepts as the foundation for the City's future land use and transportation goals, policies, and implementation strategies. Since Sunnyvale is part of the region, these factors are further influenced by changes in population, jobs, and transportation that take place in both the region and the City. The Land Use and Transportation Element acknowledges a regional context for local decisions; how local decisions affect regional facilities and how regional growth affects the City's plans for the future.

The Land Use and Transportation Element is part of the Sunnyvale General Plan. The General Plan is a set of long-term goals and policies that guide local government decisions. Land use and transportation are significantly linked and provide the foundation for the physical development of the community. The General Plan provides guidance regarding the location, type, and intensity of land uses within the community. These factors drive the demand for transportation resources.

The Vision for Sunnyvale

Looking forward, Sunnyvale is a dynamic community with a strong positive image and identifiable community character consisting of varied and attractive residential and business/industrial neighborhoods. All neighborhoods are served by a viable, convenient transportation system. A strong economy supports the desired level of City services. The city has a variety of housing served by diverse and well-maintained parks, open space and recreational facilities. Within the region, Sunnyvale is an active participant in ensuring and sustaining its high quality of life.

Sunnyvale's history is presented from a land use and transportation perspective, followed by a discussion of community conditions in 1995. The community conditions include: community setting, population, demographics, economics conditions, land uses and development patterns, and the transportation system.

Neighborhood integrity is a cornerstone of land use planning in Sunnyvale. The land use decisions and choices for transportation in the future have differing and profound effects on community character. Both the land use and transportation opportunities available to the community and the choices individuals make regarding these options are key elements of the current and future demands on land use and the transportation system.

The ability of the City to provide roadway capacity, provide other transportation services, and/or influence transportation demand to support planned land use are primary policy issues. Roadway capacity is a key issue related to traffic generated by various types of land uses. When the forecasted trips exceed the desired capacity of the roadway system there are several options available: land use actions and physical modifications through capital improvements. However, the funding of large-scale capital projects remains a major challenge.

Major Facts

The following facts form the basis of many of the goals and policies of the Land Use and Transportation Element.

1. In 1995, Sunnyvale's population was approximately 126,800; ranking it the twenty-ninth largest city in the state, the fifth largest in the Bay Area, and the second largest in Santa Clara County. The City is 24 square miles. The average number of persons per household in 1995 was 2.50.
2. The community has become increasingly diverse over the past twenty years. In 1990, white non-Hispanics made up 65% of the population, Asians and Pacific Islanders were 19%, Hispanics were 13%, and African Americans were 3% of the population.
3. In 1995, the mean household income in Sunnyvale was \$66,300, which was 11% less than the mean household income in Santa Clara County.
4. In 1995, there were 107,570 jobs, however, more current estimates suggest a significant increase to about 120,000 in 1997. The City has 78 employers with 100-500 employees and 14 employers with more than 500 employees. It has the fourth largest number of jobs of any city within the nine-county Bay Area. The highest percentage of these jobs are devoted to manufacturing and wholesale (58%) and the service sector (22%).
5. In 1995, there were approximately 10,300 businesses licensed to operate in Sunnyvale. The number of business licenses issued yearly increased steadily in the early 1990s. In 1995, about 4% of the City's business licenses were issued for home businesses.
6. Over 40% of the land in Sunnyvale is in residential use: 25% is in single-family dwelling units; 11.4% is in multi-family homes; and 3.5% is in mobile homes. Of the total residences in Sunnyvale, 49% are owner occupied, and 51% are rentals.
7. Sunnyvale is the geographical center for the high-tech industry in Silicon Valley.

8. Almost 93% of the industrial parcels in the City have been developed. Floor-area-ratios (FAR's) range from 16% to 143%. And 58% of the parcels in the industrial areas are developed with less than a 35% FAR.
9. Overall, 96% of the parcels in the City are developed. The remaining opportunities include infill development, redevelopment of under-utilized or deteriorated sites, and intensification of existing land use in designated areas.
10. Vacant parcels represent approximately 265 acres. There are 45 acres (17%) designated for residential use, 206 acres (78%) for industrial use (including 124 acres owned by Lockheed/Martin), 11 acres (4.1%) for commercial use, and less than 1% designated for public and quasi public uses.
11. Sunnyvale has taken actions to ensure that development is within existing service capacity, while encouraging a variety and balance of land uses.
12. The automobile is the dominant mode of transportation. There are 298 miles of streets within the City, but the majority of traffic is carried on a few freeway, expressway, and arterial segments totaling 50 miles.
13. About 70% of Sunnyvale's peak hour traffic is made by nonresidents entering, leaving, or passing through Sunnyvale, rather than by Sunnyvale residents. Drive-alone trips by workers commuting to Sunnyvale have been increasing (78% of all trips in 1990). A high portion of total peak hour traffic is in a single direction, accessing a number of employment sites in the northern part of the City.
14. Sunnyvale has a total of 163 signalized intersections. The City operates 117 of those traffic signals and, of these, 59 are inter-connected. The remaining signals are operated by the State or County.
15. The Santa Clara Valley Transportation Authority provides 26 bus routes in Sunnyvale. Bus service and ridership is affected by outside funding levels, cost-effectiveness, and the local economy. Virtually all Sunnyvale residents currently have access to transit within ¼ mile of their homes. Transit's share of the modal split in Sunnyvale has declined slightly over the last seventeen years. Overall ridership rates have cycled with the local economic climate and with improvements in transit service, particularly Cal Train service. Transit trips make up 2.5% to 3% of resident and worker commute trips.
16. Bicycle and pedestrian travel make up a small portion of trip-making in Sunnyvale. Approximately 1% of Sunnyvale residents commuted by bicycle in 1990, while about 1.5% walked. The statistics are very similar for Sunnyvale workers.
17. There are bicycle lanes on 15 miles of streets, 2.6 miles of separated bicycle path, and 4.6 miles of signed bicycle routes.

Findings and Assumptions

The Goals, Policies, and Action Statements within the Land Use and Transportation Element are based on the following assumptions:

1. Land use and transportation issues are closely linked and fundamental to the physical development of the City.
2. The City wants to create and enhance an attractive community with a positive identity that supports a high quality of life.
3. Sunnyvale desires to remain an industrial center and a strong suburban, residential community. The City desires to preserve and improve the quality of its residential, commercial, and industrial neighborhoods.
4. There will be increases in regional population and employment that will affect transportation facilities and land uses in Sunnyvale.
5. Sunnyvale's projected population growth is similar to the projected growth rates for Santa Clara County. The 2010 population estimate is for 142,900 residents. The number of persons per household is expected to increase modestly to 2.55 in the year 2000 and then gradually decline to 2.50 by 2010.
6. The Sunnyvale community will become more ethnically diverse over the next decades.
7. The number of seniors is expected to increase dramatically; the number of adults will remain relatively constant; and the number of children will increase by a moderate amount.
8. Future travel demand within Sunnyvale will result in severe traffic congestion as long as that demand is by automobile with traditional levels of occupancy (1.2 persons per car). Levels of service will decline to unacceptable levels at 18 intersections if significant transportation improvements are not made. Sources of needed regional, state, and federal funds or matching funds will continue to be challenging and problematic, while the costs of capital projects will continue to increase.
9. Severe traffic congestion during peak demand periods has a negative impact on economic viability, encourages traffic to use neighborhood streets and detracts from community character. As a result, severe traffic congestion warrants corrective actions.
10. While the percentage of travel by auto (relative to other modes) may decline in the future, the overwhelming majority of trips will likely continue to be made by automobile.
11. Transportation system management improvements, such as traffic signalization, have largely been accomplished. Therefore, additional TSM actions will result in marginal capacity improvements only.
12. Sunnyvale promotes a strong local economy that: 1) provides jobs and commercial services for residents, and 2) provides fiscal support for desired City services.

Employment projections are from 107,570 jobs in 1996 to an estimated 124,510 jobs in year 2010. Continued growth in service sector jobs over recent decades reflects trends in both the Bay Area and the nation. Several manufacturing processes will move out of the area, seeking lower labor and real estate costs.

13. To preserve a balance and variety of land uses, the City recognizes the importance of having sufficient numbers and types of jobs and housing to address increasing population and job growth and sufficient transportation capacity to support this growth.
14. Market demand currently supports the development of single-family units for infill development. However there is continuing pressure for affordable, varied housing options that support job growth and the changing lifestyles of Sunnyvale residents.
15. Sunnyvale wants to allow opportunities for growth and expansion in accordance with its adopted plans, while assuring that these changes can be accommodated by the current and future transportation system.
16. Land development policies will consider transportation impacts and provide opportunities to accommodate alternative transportation modes and decrease vehicle trips and vehicle miles traveled. Use of these modes will remain a relatively small portion for the City's residential and worker population as long as automobiles are more cost and time-effective, and infrastructure for alternative transportation remains underdeveloped.
17. Land use planning to bring jobs and housing closer to major transit and roadway corridors is an effective means of coordinating transportation and land use.
18. Short-term planned transit service improvements include the extension of light rail transit through northern Sunnyvale to Mountain View. Extension of light rail transit from Lockheed to downtown Sunnyvale is planned in the next 20-25 years. Expanding local and express bus service, and increasing rail feeder service are planned in the next 10 years.
19. The use of Moffett Federal Airfield will continue to be a major land use issue for the City due to its size and location. Moffett Federal Airfield is a significant activity center for the region due to its function and importance to the regional economy.
20. Sunnyvale will remain an active participant in regional land use and transportation planning activities that impact the region and the City.
21. Silicon Valley will continue to be subject to economic cycles that impact the number of jobs and rate of housing growth. Software, bioscience, and environmental industries are emerging as strong sources of future growth.
22. The City will consider demand management concepts in the provision of local government services, including the revision of the goals, policies, and action statements of the Sunnyvale General Plan.
23. The City will continue to provide high quality, cost-effective services to both residents and businesses in the community.

24. To provide excellent and exemplary customer services, the City will maintain technical and administrative staff expertise and functional, convenient facilities.
25. Land use and transportation issues will be continuously monitored at various levels (neighborhood, citywide, and the city as part of the region) to best ascertain their implications to the community.
26. The four fundamental concepts of community character, appropriate housing, efficient transportation, and a strong economy are core principles of the Land Use and Transportation Element.

Goals and Policies

THE CITY AS PART OF A REGION

GOAL R1 PROTECT AND SUSTAIN A HIGH QUALITY OF LIFE IN SUNNYVALE BY PARTICIPATING IN COORDINATED LAND USE AND TRANSPORTATION PLANNING IN THE REGION.

- Policy R1.1 Advocate the City's interests to regional agencies that make land use and transportation system decisions that affect Sunnyvale.
- Policy R1.2 Support coordinated regional transportation system planning and improvements.
- Policy R1.3 Promote integrated and coordinated local land use and transportation planning.

Action Statements

- R1.3.1 Participate in intergovernmental activities related to regional and sub-regional land use and transportation planning in order to advance the City's interests.
- R1.3.2 Promote shorter commute trips and ease congestion by advocating that all communities provide housing and employment opportunities.
- R1.3.3 Monitor significant land use and transportation decisions pending in other communities to ensure that Sunnyvale is not adversely affected.

Transportation

- Policy R1.4 Achieve an operating level of service (LOS) "E" or better for all regional roadways and intersections, as defined by the City functional classification of the street system.
- Policy R1.5 Maintain a functional classification of the street system that identifies Congestion Management Program roadways and intersections, as well as local roadways and intersections of regional significance.
- Policy R1.6 Preserve the option of extending Mary Avenue to the industrial areas north of U.S. Highway 101.

Policy R1.7 Contribute to efforts to minimize region-wide average trip length, and single-occupant vehicle trips.

Action Statements

- R1.7.1 Locate higher intensity land uses and developments so that they have easy access to transit services.
- R1.7.2 Support regional efforts which promote higher densities near major transit and travel facilities, without increasing the overall density of land usage.
- R.1.7.3 Cooperate in efforts to study demand management initiatives including congestion-pricing, flexible schedules, gas taxes, and market-based programs.

Policy R1.8 Support statewide, regional, and subregional efforts that provide for an effective transportation system.

Action Statements

- R1.8.1 Endorse funding to provide transportation system improvements that facilitate regional and interregional travel.
- R1.8.2 Advocate the preservation of railroad lines for both commuter and freight transit.
- R1.8.3 Advocate improvements to state and county roadways serving Sunnyvale.
- R1.8.4 Support efforts to plan and implement effective inter-jurisdictional transportation facilities.

Policy R1.9 Support flexible and appropriate alternative transportation modes and transportation system management measures that reduce reliance on the automobile and serve changing regional and City-wide land use and transportation needs.

Action Statements

- R1.9.1 Support state and regional efforts to provide High Occupant Vehicle (HOV) lanes, ridesharing, mass transit service, bicycling, and Intelligent Transportation Systems.
- R1.9.2 Promote modes of travel and actions that reduce single occupant vehicle trips and trip lengths.

Land Use

Policy R1.10 Support land use planning that complements the regional transportation system.

Action Statements

- R1.10.1 Encourage a variety of land use types and intensities on a regional level while maintaining and improving regional transportation service levels.
- R1.10.2 Support alternative transportation services, such as light rail, buses, and commuter rail, through appropriate land use planning.
- R1.10.3 Encourage mixed uses near transit centers.

Policy R1.11 Protect regional environmental resources through local land use practices.

Action Statements

- R1.11.1 Participate in state and regional activities to protect the natural environment.
- R1.11.2 Protect and preserve the diked wetland areas in the Baylands, which serve as either salt evaporation ponds or holding ponds for the wastewater treatment plant.

Policy R1.12 Protect the quality of life for residents and businesses in Sunnyvale by actively participating in discussions and decisions on potential uses of Moffett Federal Airfield.

Action Statements

- R1.12.1 Comprehensively review any proposed aviation services at Moffett that could increase aviation activity or noise exposure.
- R1.12.2 Encourage appropriate uses that best support business and residents' desire in Sunnyvale.
- R1.12.3 Pursue annexation of that portion of Moffett Federal Airfield within Sunnyvale's sphere of influence.

THE CITY

Community Character

GOAL C1 PRESERVE AND ENHANCE AN ATTRACTIVE COMMUNITY, WITH A POSITIVE IMAGE AND A SENSE OF PLACE, THAT CONSISTS OF DISTINCTIVE NEIGHBORHOODS, POCKETS OF INTEREST, AND HUMAN-SCALE DEVELOPMENT.

- Policy C1.1 Recognize that the City is composed of residential, industrial and commercial neighborhoods, each with its own individual character; and allow change consistent with reinforcing positive neighborhood values.

Action Statements

- C1.1.1 Prepare and update land use and transportation policies, design guidelines, regulations and engineering specifications to reflect community and neighborhood values.
 - C1.1.2 Promote and achieve compliance with land use and transportation standards.
 - C1.1.3 Require appropriate buffers, edges and transition areas between dissimilar neighborhoods and land uses.
 - C1.1.4 Require that commercial activities be conducted primarily within a building.
- Policy C1.2 Encourage nodes of interest and activity, such as parks, public open spaces, well planned development, mixed use projects, and other desirable uses, locations and physical attractions.

Action Statements

- C1.2.1 Promote downtown as a unique place that is interesting and accessible to the whole City and the region.
- C1.2.2 Encourage development of diversified building forms and intensities.
- C1.2.3 Encourage development of multi-modal transportation centers.
- C1.2.4 Maintain public open space areas and require private open space to be maintained.

Appropriate Housing

GOAL C2 ENSURE OWNERSHIP AND RENTAL HOUSING OPTIONS IN TERMS OF STYLE, SIZE, AND DENSITY THAT ARE APPROPRIATE AND CONTRIBUTE POSITIVELY TO THE SURROUNDING AREA.

- Policy C2.1 Provide land use categories for and maintenance of a variety of residential densities to offer existing and future residents of all income levels, age

groups and special needs sufficient opportunities and choices for locating in the community.

Action Statements

- C2.1.1 Ensure consistency with the City's Housing and Community Revitalization Sub-Element.
- C2.1.2 Permit and maintain a variety of residential densities; including:
- ◆ Low density (0-7 dwelling units per net acre)
 - ◆ Low-Medium density (7-14 dwelling units per net acre)
 - ◆ Mobile home park (up to 12 mobile home dwelling units per net acre)
 - ◆ Medium density (14-27 dwelling units per net acre)
 - ◆ High density (27-45 dwelling units per net acre)
 - ◆ Very high density (45-65 dwelling units per net acre)
- C2.1.3 Promote the maintenance and rehabilitation of existing housing.
- C2.1.4 Support the transition of Industrial to Residential (ITR) areas as opportunities to increase housing variety and stock.
- C2.1.5 Study housing alternatives; including, co-housing, live-work spaces, and transitional housing options to serve a changing population.
- Policy C2.2 Encourage the development of ownership housing to maintain a majority of housing in the city for ownership choice.
- Policy C2.3 Maintain lower density residential development areas where feasible.

Action Statements

- C2.3.1 Study the potential rezoning of properties in the R-4 and R-5 zoning districts to other zoning districts.
- C2.3.2 Promote and preserve single-family detached housing where appropriate and in existing single-family neighborhoods.
- C2.3.3 Monitor the progress of the remediation efforts for Futures Site 5 (General Plan Category of ITR for Low Medium Density Residential) to determine if and when conversion to residential use is appropriate.
- Policy C2.4 Determine appropriate density for housing based on site planning opportunities and proximity to services.

Action Statements

- C2.4.1 Locate higher density housing with easy access to transportation corridors, rail transit stations, bus transit corridor stops, commercial services, and jobs.
- C2.4.2 Locate lower density housing in proximity to existing lower density housing.

Efficient Transportation

GOAL C3 ATTAIN A TRANSPORTATION SYSTEM THAT IS EFFECTIVE, SAFE, PLEASANT, AND CONVENIENT.

- Policy C3.1 Achieve an operating level-of-service (LOS) of "D" or better on the City-wide roadways and intersections, as defined by the functional classification of the street system.

Action Statements

- C3.1.1 Maintain and update a functional classification of the street system.
- C3.1.2 Monitor the operation and performance of the street system by establishing a routine data collection program and by conducting special data collection as the need arises.
- C3.1.3 Require roadway and signal improvements for development projects to minimize decline of existing levels of service.
- C3.1.4 Study and implement physical and operational improvements to optimize roadway and intersection capacities.
- C3.1.5 Promote the reduction of single occupant vehicle (SOV) trips, and encourage an increase in the share of trips taken by all other forms of travel.
- C3.1.6 Study the use of density, floor area limits, parking management, peak hour allocations, and other techniques to maintain or achieve acceptable levels of service on existing roadways.
- C3.1.7 Minimize the total number of vehicle miles traveled by Sunnyvale residents and commuters.

- Policy C3.2 Integrate the use of land and the transportation system.

Action Statements

- C3.2.1 Allow land uses that can be supported by the planned transportation system.
- C3.2.2 Minimize driveway curb cuts, and require coordinated access when appropriate.
- C3.2.3 Encourage mixed use developments that provide pedestrian scale and transit oriented services and amenities.
- C3.2.4 Continue to evaluate transportation impacts from land use proposals at a neighborhood and City-wide level.
- C3.2.5 Study potential transit station mixed use development.

Policy C3.3 Optimize city traffic signal system performance.

Action Statements

- C3.3.1 Maintain the signal system and respond quickly to signal breakdowns.
- C3.3.2 Monitor traffic signal control performance.
- C3.3.3 Interconnect groups of traffic signals where practicable.
- C3.3.4 Make appropriate hardware and software improvements to traffic signals.
- C3.3.5 Make the traffic signal system responsive to all users, including bicyclists and pedestrians.
- C3.3.6 Install and remove signals when warranted and establish an implementation schedule.

Policy C3.4 Maintain roadways and traffic control devices in good operating condition.

Action Statements

- C3.4.1 Inventory and monitor roadway conditions and implement a regular program of pavement maintenance.
- C3.4.2 Install permanent and painted pavement markings.
- C3.4.3 Implement programs for repair of roadbeds, barriers, and lighting.
- C3.4.4 Respond quickly to sign damages and losses.
- C3.4.5 Develop and implement a program for long term transportation infrastructure replacement.

C3.4.6 Manage on-street parking to assure safe, efficient traffic flow.

C3.4.7 Conduct periodic analyses of roadway facilities and collision data in order to assure traffic safety.

Policy C3.5 Support a variety of transportation modes.

Action Statements

C3.5.1 Promote alternate modes of travel to the automobile.

C3.5.2 Require sidewalk installation in subdivisions of land and in new, reconstructed or expanded development.

C3.5.3 Support land uses that increase the likelihood of travel mode split.

C3.5.4 Maximize the provision of bicycle and pedestrian facilities.

C3.5.5 Implement the City of Sunnyvale Bicycle Plan.

C3.5.6 Support an efficient and effective paratransit service and transportation facilities for people with special transportation needs.

C3.5.7 Ensure safe and efficient pedestrian and bicycle connections to neighborhood transit stops.

C3.5.8 Work to improve bus service within the City, including linkages to rail.

Policy C3.6 Minimize expansion of the current roadway system, while maximizing opportunities for alternative transportation systems and related programs.

Action Statements

C3.6.1 Develop clear, safe, and convenient linkages between all modes of travel; including, access to transit stations and stops, and connections between work, home, and commercial sites.

C3.6.2 Promote public and private transportation demand management.

Policy C3.7 Pursue local, state and federal transportation funding sources to finance City transportation capital improvement projects consistent with City priorities.

Action Statements

C3.7.1 Develop alternatives and recommendations for funding mechanisms to finance the planned transportation system.

C3.7.2 Develop a funding mechanism where new and existing land uses equitably participate in transportation system improvements.

Strong Economy

GOAL C4 SUSTAIN A STRONG LOCAL ECONOMY THAT CONTRIBUTES FISCAL SUPPORT FOR DESIRED CITY SERVICES AND PROVIDES A MIX OF JOBS AND COMMERCIAL OPPORTUNITIES.

Policy C4.1 Maintain a diversity of commercial enterprises and industrial uses to sustain and bolster the local economy.

Action Statements

C4.1.1 Permit a variety of commercial and industrial uses, including:

- ◆ *Neighborhood Shopping*
- ◆ *General Business*
- ◆ *Central Business*
- ◆ *Office*
- ◆ *Industrial/Research and Development*

C4.1.2 Encourage businesses that provide a range of job opportunities.

C4.1.3 Promote commercial uses that respond to the current and future retail service needs of the community.

C4.1.4 Create a strong, identifiable central business district that provides regional and Citywide shopping opportunities.

C4.1.5 Study the feasibility of requiring residential developments to incorporate telecommuting infrastructure.

Policy C4.2 Balance land use and transportation system carrying capacity necessary to support a vital and robust local economy.

Action Statements

C4.2.1 Permit industrial FARs up to 35% (and allow warehouse FARs up to 50%), and permit higher FARs in the Futures intensification areas.

C4.2.2 Study criteria to allow industrial FARs up to 45% by Use Permit in 35% zones, considering at a minimum including:

- ◆ the effect of the project on the regional or City-wide roadway system (e.g. strategies for reducing travel demand, proximity to transit centers, peak hour traffic generation)
- ◆ minimum development size
- ◆ redevelopment and/or lot consolidation
- ◆ that the project is intended primarily for a single user or has common/shared management
- ◆ mitigation of housing impacts
- ◆ the development will result in an overall positive community benefit

C4.2.3 Develop incentive programs to reduce parking demand, support alternative transportation, and reduce peak period traffic.

Policy C4.3 Consider the needs of business as well as residents when making land use and transportation decisions.

Policy C4.4 Encourage sustainable industries that emphasize resource efficiency, environmental responsibility, and the prevention of pollution and waste.

THE NEIGHBORHOODS

GOAL N1 PRESERVE AND ENHANCE THE QUALITY CHARACTER OF SUNNYVALE'S INDUSTRIAL, COMMERCIAL, AND RESIDENTIAL NEIGHBORHOODS BY PROMOTING LAND USE PATTERNS AND RELATED TRANSPORTATION OPPORTUNITIES THAT ARE SUPPORTIVE OF THE NEIGHBORHOOD CONCEPT.

Policy N1.1 Protect the integrity of the City's neighborhoods; whether residential, industrial or commercial.

Action Statements

N1.1.1 Limit the intrusion of incompatible uses and inappropriate development into city neighborhoods.

N1.1.2 Foster the establishment of neighborhood associations throughout Sunnyvale to facilitate community building.

- N1.1.3 Use density to transition between land use, and to buffer between sensitive uses and less compatible uses.
- N1.1.4 Anticipate and avoid whenever practical the incompatibility that can arise between dissimilar uses.
- N1.1.5 Establish and monitor standards for community appearance and property maintenance.

Policy N1.2 Require new development to be compatible with the neighborhood, adjacent land uses, and the transportation system.

Action Statements

- N1.2.1 Integrate new development and redevelopment into existing neighborhoods.
- N1.2.2 Utilize adopted City design guidelines to achieve compatible architecture and scale for renovation and new development in Sunnyvale's neighborhoods.
- N1.2.3 Develop specific area plans to guide change in neighborhoods that need special attention.

Policy N1.3 Support a full spectrum of conveniently located commercial, public, and quasi-public uses that add to the positive image of the City.

Action Statements

- N1.3.1 Review development proposals for compatibility within neighborhoods.
- N1.3.2 Study the adequacy/deficiency of bicycle and pedestrian access and circulation within neighborhoods.
- N1.3.3 Design streets, pedestrian paths, and bicycle paths to link neighborhoods with services.

Residential

Policy N1.4 Preserve and enhance the high quality character of residential neighborhoods.

Action Statements

- N1.4.1 Require infill development to complement the character of the residential neighborhood.

- N1.4.2 Site higher density residential development in areas to provide transitions between dissimilar neighborhoods and where impacts on adjacent land uses and the transportation system are minimal.
 - N1.4.3 Encourage and support home businesses that accommodate changing technologies and lifestyles, while remaining secondary to the nature of the residential neighborhood.
 - N1.4.4 Promote small-scale, well-designed, pedestrian-friendly spaces within neighborhoods to establish safe and attractive gathering areas.
 - N1.4.5 Require amenities with new development that serve the needs of residents.
- Policy N1.5 Support a roadway system that protects internal residential areas from City-wide and regional traffic.

Action Statements

- N1.5.1 Have internal residential neighborhood streets adequately serve traffic that is oriented to that neighborhood.
- N1.5.2 Utilize the City's residential neighborhood "Traffic Calming" techniques to address specific neighborhood traffic concerns.
- N1.5.3 Discourage non-neighborhood traffic from using residential neighborhood streets by accommodating traffic demand on city-wide and regional streets.
- N1.5.4 Coordinate with adjacent communities to reduce and minimize commute traffic through Sunnyvale's residential neighborhoods.

Industrial/Research and Development

- Policy N1.6 Safeguard industry's ability to operate effectively, by limiting the establishment of incompatible uses in industrial areas.
- Policy N1.7 Support the location of convenient retail and commercial services (e.g., restaurants and hotels) in industrial areas to support businesses, their customers and their employees.
- Policy N1.8 Cluster high intensity industrial uses in areas with easy access to transportation corridors.

Action Statements

- N1.8.1 Require high quality site, landscaping, and building design for higher intensity industrial development.

- Policy N1.9 Allow industrial, residential, commercial, and office uses in the Industrial to Residential (ITR) Futures sites (Sites 4a, 4b, 6a, 6b, 7, 8, and 10).

Commercial/Office

- Policy N1.10 Provide appropriate site access to commercial and office uses while preserving available road capacity.

Action Statements

- N1.10.1 Locate commercial uses where traffic can be accommodated, especially during peak periods (e.g., lunch time and commute times).
- N1.10.2 Encourage commercial enterprises and offices to provide support facilities for bicycles and pedestrians.

- Policy N1.11 Recognize El Camino Real as a primary retail corridor with a mix of uses.

Action Statements

- N1.11.1 Use the Precise Plan for El Camino Real to protect legitimate business interests, while providing sufficient buffer and protection for adjacent and nearby residential uses.
- N1.11.2 Minimize linear "strip development" in favor of commercial development patterns that reduce single-purpose vehicle trips.

- Policy N1.12 Permit more intense commercial and office development in the downtown, given its central location and accessibility to transit.

Action Statements

- N1.12.1 Use the Downtown Specific Plan to facilitate the redevelopment of downtown.

- Policy N1.13 Promote an attractive and functional commercial environment.

Action Statements

- N1.13.1 Discourage commercial uses and designs that result in a boxy appearance.
- N1.13.2 Support convenient neighborhood commercial services that reduce automobile dependency and contribute positively to neighborhood character.
- N1.13.3 Provide opportunities for and encourage neighborhood-serving commercial services in each residential neighborhood.

N1.13.4 Encourage the maintenance and revitalization of shopping centers.

N1.13.5 Provide pedestrian and bicycling opportunities to neighborhood commercial services.

Public and Quasi-Public

Policy N1.14 Support the provision of a full spectrum of public and quasi-public services (e.g., parks, day care, group living, recreation centers, religious institutions) that are appropriately located in residential, commercial, and industrial neighborhoods and ensure that they have beneficial effects on the surrounding area.

Action Statements

N1.14.1 Encourage carpooling to public and quasi-public services to minimize adverse traffic and parking impacts on neighborhoods.

N1.14.2 Ensure the provision of bicycle support facilities at all major public use locations.

N1.14.3 Encourage multiple uses of some facilities (e.g. religious institutions, schools, social organizations, day care) within the capacity of the land and the roadway system.

N1.14.4 Encourage employers to provide on-site facilities such as usable open space, health club facilities, and child care where appropriate.

N1.14.5 Maintain and promote convenient community centers and services that enhance neighborhood cohesiveness and provide social and recreational opportunities.

N1.14.6 Promote co-locating government (federal, state, county, city) activities to improve access to the community-at-large.

Open Space Sub-Element

Introduction

The term "Open Space" evokes many widely differing images. Some think of open space as natural resource areas void of any human development. Some consider open space as parks and athletic fields. Still others think of open space as well-maintained plazas or vistas surrounding buildings. Each of these concepts, from the open seasonal wetlands at Baylands Park to Ortega, Las Palmas, and Lakewood Parks to the Community Center complex, is part of the open space that has grown to be an important component of the quality of life in Sunnyvale.

Open space contributes to the well-being of the environment. On both the global and local levels, open space serves a cleansing role for air and water.

Open space contributes to the well-being of Sunnyvale. A well-managed open space system enhances the image of the community, helping the City attract and retain industry, commerce and residents.

Open space contributes to the well-being of the people who live and work in Sunnyvale. The existence of open space provides a visual break from the built environment. Open space sites and facilities provide people with the opportunity and encouragement to pursue healthful, wholesome recreation activities, improving both their physical and mental well-being.

Recognizing this, the City of Sunnyvale has preserved valuable open space at sites throughout the community and made it available to the public through a comprehensive system of parks and facilities.

Management of this open space system to serve the needs of the public in the 1990's presents a variety of challenges which require innovative policies and strategies. Since the Open Space Sub-Element was last updated in 1981, changes in the environmental, economic and social arenas have made it necessary for the City to modify its approaches in several key areas.

The City's commitment to serve in a leadership role in environmental affairs has become increasingly important. The extended period of drought that began in the mid-1980's has provided the City with strong reason to develop and model innovative water conservation strategies for its citizens. Similarly, the City has adopted strategies to minimize use of chemicals in maintenance of turf and landscape plantings.

It is also apparent that the public has increasingly high expectations for quality of service. Therefore, the City is adopting programs that permit it to better understand the needs of the people who live, work or visit in Sunnyvale, and to enhance the open space system to better serve those needs.

Changing economic conditions have also created a need for new approaches to the management of open space. Escalating land costs and reductions in levels of funding available from state and federal sources mean the City needs to identify alternative funding mechanisms for acquisition and development of open space. The City is also continuing to explore creative ways to reserve public access to open space without acquisition by the City.

Impact of these changing economic conditions is most evident in the City's work with school districts to assure that school open space is preserved and available for public use. When declining enrollments and the closure of schools began to threaten the continued availability of school district-owned open space, the City acted to preserve that open space for the public. Over the past several years the City has purchased or jointly used several school sites that had been declared surplus, for use as open space, and pursued joint maintenance programs at several open school sites. The public interest has been well-served by this innovative approach to a serious problem.

While the City will not back away from its commitment to keep this valuable open space available to the public, and to assure that it meets the City's standards for quality maintenance, the City has been shifting its priority from the purchase of school sites to long-term joint use agreements.

Major Facts and Findings

Major findings summarize the information presented in the Open Space Sub-Element related to community conditions, future issues and trends. These form the basis for the goals and policies which follow this section.

Financial Frameworks

1. In 1992, there was \$5.0 million in the Open Space Reserve.
2. In the future, funding from Federal and State agencies for open space acquisition and development may be more limited.
3. Due to projected revenues not keeping up with operating costs, there is increased emphasis on revenue generation from alternative sources for the acquisition, development and maintenance of open space.

City Parks, Special Use Facilities and School Open Space

Parks and special use facilities currently owned, maintained or utilized by the City provide a well-balanced park system for its residents.

1. Sunnyvale's system of parks was developed based upon the neighborhood planning concept. Neighborhood parks, athletic fields and special use facilities have been designed and developed to serve open space need in the nine neighborhood planning areas, as well as the City as a whole, and include the following:

838 acres of dedicated park land/open space. Of this total, 351 are owned by the City, 177 are owned by the County, 205 are owned by school districts, 52 acres are owned by other public agencies and 53 are owned by private entities; and

17 neighborhood parks, 25 athletic field sites, two trails/paths and eight special use facilities. Of these facilities, the school districts own the property of one park and 23 athletic/play field sites; and 1 athletic/play field site is privately owned; and

46 multi-purpose fields and 55 tennis courts. Of this total, the City owns 13 multi-purpose fields and 29 tennis courts. The remainder are located on school district property. Fremont Union High School District has additional multi-purpose fields at its Fremont High and Sunnyvale High School sites. Multi-purpose fields are used primarily as ball fields or soccer fields, depending on seasonal demand.

2. Dedicated open space in Sunnyvale represents approximately 5.9% of total City acreage.
3. In 1992, there are 6.9 acres of open space per 1,000 population, which is approximately 10% above the national minimum standard. A high quality, above average standard is expected to be maintained through the next decade.
4. Current and future residential development in the Lakewood Neighborhood Planning Area may increase the number of residents from between 8,700 to 17,000 by 2010. Existing facilities will not be able to accommodate the increased needs and demands. In November 1990, Council approved the purchase of 5.33 acres in the Fair Oaks Business Park for future park development to address the need for open space in this area.
5. Vacant and agricultural land in Sunnyvale consists of only 430 acres in 1992. City parks, public plazas and other landscaped areas will assume greater importance in providing visual and physical respite from the urban environment.
6. Development of trails throughout the City, particularly on existing rights-of-way and easements, would augment the open space system with limited cost implications.
7. The City has taken a leadership role in environmental stewardship by utilizing and investigating innovative resource management techniques and strategies. These include water and energy conservation methods, limited use of chemicals for landscape maintenance and recycling of material resources. Future environmental regulations may impact the manner in which the park maintenance goals and standards are met.
8. Development of park sites, amenities, fixtures and furniture which are accessible to mobility-impaired and physically limited persons will improve the City's service to this population.

School open space significantly augments the City park system by making available open turf areas, athletic fields and special recreation facilities.

1. There are four school districts operating within the Sunnyvale City limits with a total of 14 open school sites and 9 closed school sites. In the last 10 years, 7 school sites have been sold due to declining enrollment and the inability of the districts to maintain and/or lease them in a cost-effective manner.
2. Long-term open space development/maintenance/use agreements have been established with Sunnyvale Elementary School District, Cupertino Union School

District and for tennis court maintenance only at Fremont High School with the Fremont Union High School District.

3. There are 33 multi-purpose fields and 26 tennis courts on school property which are considered part of the open space system. Fremont Union High School District has additional multi-purpose fields at its Fremont High and Sunnyvale High School sites. Multi-purpose fields are used primarily as both ball fields or soccer fields, depending on seasonal demand. School districts are spending significantly less of their resources on maintenance of school grounds than in the late 1970's. Because the City has an interest in keeping these sites available for informal and organized community use, the City maintains 96 acres of open space for three of the four school districts.
4. To ensure the availability of safe, well-maintained and usable school open space, the City may consider assuming maintenance responsibilities at additional sites.
5. The current lease for the former Sunnyvale High School by Westinghouse ends in 1992. The City may pursue adding a portion of this site to the park and open space system, as identified in the current 10-year Capital Improvement Plan.
6. Due to increasing land costs, long-term joint use arrangements may be preferable to site acquisitions.

Regional Open Space

Large areas of open space, managed by the City, County, State and Federal governments, as well as Special Districts, supplement the City's neighborhood park system.

1. Over 10,150 acres of regional open space owned and managed by other governmental or private agencies are located in or within close proximity to Sunnyvale. In the development of open space sites and facilities, multi-jurisdictional review is necessary to assure duplication of services is minimized and that services are delivered by the most appropriate agency.
2. Sunnyvale Baylands Park, the only regional park in the City's open space system, is scheduled to open in the early 1990's with partial capital contribution from and complete maintenance responsibility assumed by the City.
3. Development of regional trail systems is a high priority for local, regional and state agencies. The City has a two-fold responsibility: 1) to cooperate with other agencies in the planning, development and maintenance of regional trails through the City; and 2) to plan and develop trail linkages into the regional systems.

Industrial/Commercial Open Space

1. Open space sites and facilities provided by industrial and commercial organizations contribute to meeting open space needs of people who live and work in Sunnyvale.

2. Economic factors may impact the ability of industrial and commercial organizations to continue providing these open space sites and facilities.
3. Cooperation between the City and these private organizations may provide innovative ways of serving the public's needs while avoiding duplication of services.

Goals and Policies

Management of Open Space

Goal 2.2A. Manage a comprehensive open space program that is responsive to public need, delivers high quality customer service and exemplifies the City's commitment to leadership in environmental affairs.

Policy 2.2A.1. Encourage active citizen involvement in the development and management of open space.

Action Statements

2.2A.1a. Provide opportunities for public participation in planning the development and management of open space.

2.2A.1b. Conduct a comprehensive assessment of needs for open space and recreation facilities and services at least every five years concurrent with updating of the Open Space Sub-Element.

2.2A.1c. Provide a mechanism that receives and responds to public comments on the design, effectiveness and condition of sites and facilities.

2.2A.1d. Investigate and pursue avenues for citizen involvement in the implementation of open space programs, such as landscape plantings and park beautification activities.

Policy 2.2A.2. Provide consistently high quality customer service through attractive open space, parks and facilities which invite and facilitate public use.

Action Statements

2.2A.2a. Support implementation of the City's customer service philosophy through staff training and other supervisory policies and practices.

2.2A.2b. Develop, redevelop, modify or enhance sites and facilities based upon the findings of periodic needs assessments.

2.2A.2c. Encourage responsible use of the open space system through positive public relations and communication.

- 2.2A.2d. Develop, redevelop, or modify park sites, amenities, fixtures, or furniture for access by mobility-impaired and physically limited persons.

Policy 2.2A.3. Provide a comprehensive program of consistent and effective operations and maintenance for all open space and park sites and facilities.

Action Statements

- 2.2A.3a. Update and utilize a comprehensive program for site and facility maintenance that will provide safe, clean, attractive and functional open space and park sites and facilities.

- 2.2A.3b. Adopt and follow a comprehensive program of infrastructure replacement and upgrading as a part of the annual parks and facilities maintenance and capital budgets.

Policy 2.2A.4. Implement innovative policies and practices that support the City's leadership in environmental affairs.

Action Statements

- 2.2A.4a. Continue and expand the current water conservation program and investigate feasibility of utilizing reclaimed wastewater for irrigation and water features throughout the open space system.

- 2.2A.4b. Develop and implement a system-wide program of energy conservation in maintenance and operational activities for all sites and facilities.

- 2.2A.4c. Develop and implement public recycling programs as feasible at sites throughout the open space system.

- 2.2A.4d. Investigate and implement techniques which minimize use of chemicals in maintaining turf and landscape materials.

Fiscal Framework

Goal 2.2B. Acquire and develop open space identified as high priority through land dedication or purchase.

Policy 2.2B.1. Require the dedication of land by developers when the property to be developed is adjacent to an existing open space, park site or area otherwise identified as a high priority for open space uses.

Action Statement

- 2.2B.1a. Coordinate efforts with the Community Development department to notify developers of high priority open space sites.

Policy 2.2B.2. Pursue the acquisition of federal lands currently located at Moffett Naval Air Station.

Action Statements

2.2B.2a. Secure title to the 35-acre parcel currently leased from the Navy which is part of the Sunnyvale Municipal Golf Course.

2.2B.2b. Investigate the feasibility of acquiring and operating the Moffett Field Golf Course.

Policy 2.2B.3. Maintain the Open Space Reserve at a level sufficient to meet identified land acquisition goals.

Action Statements

2.2B.3a. Review and evaluate open space and land acquisition/development opportunities on an ongoing basis.

2.2B.3b. Identify level of fiscal resources necessary to acquire land for future development or redevelopment as open space.

Policy 2.2B.4. Identify revenue sources and increase revenues, where possible, which can be allocated to parks and open space operating budgets and capital improvements.

Action Statements

2.2B.4a. Participate in the review of all development and redevelopment projects which may result in park dedication fees that will be applied to the Capital Improvement program for jointly developed and operated projects.

2.2B.4b. Encourage contributions, grants and loans for open space acquisition and development through the community and other foundations, civic organizations, and individuals.

2.2B.4c. Continue to monitor all governmental agencies for potential open space grants and prepare applications as appropriate.

Parks and Special Use Facilities

Goal 2.2C. Maintain a system of parks that assures all residents, workers and visitors access to recreation opportunities by providing Neighborhood Parks, Athletic/Play Fields and Special Use Facilities.

Policy 2.2C.1. Provide, develop and maintain Neighborhood Parks.

Action Statements

- 2.2C.1a. Evaluate conditions of each site on an annual basis.
- 2.2C.1b. Update base maps and inventory of facilities and equipment of all sites subsequent to any development, redevelopment or other improvements.
- 2.2C.1c. Complete development of new park sites concurrent with the surrounding residential development as appropriate.
- 2.2C.1d. Coordinate the siting and design of each park with the City's Planning Division and Public Works Department to ensure effective integration of the park site into the urban structure and utility networks.
- 2.2C.1e. Consider acquisition or lease of sites to assure that accessible open space is maintained in each existing neighborhood and provided to any new neighborhoods.

Policy 2C.2. Provide, develop and maintain Athletic/Play Fields.

Action Statements

- 2.2C.2a. Evaluate conditions of each site on an annual basis.
- 2.2C.2b. Update base maps and inventory of facilities and equipment of all sites subsequent to any development, redevelopment or other improvements.
- 2.2C.2c. Jointly develop or redevelop athletic/play field sites with the appropriate School District per established agreements.

Policy 2C.3. Investigate development of a system of multi-purpose trails for recreational uses.

Action Statements

- 2.2C.3a. Research and assess the feasibility of developing a system of off-street pedestrian and bicycle trails utilizing flood channels, utility rights-of-way, and other linear parcels.
- 2.2C.3b. Explore additional opportunities to develop or enhance the area along the Hetch Hetchy Aqueduct as a pedestrian/bicycle trail.
- 2.2C.3c. Explore the joint use of Santa Clara Valley Water District owned land for train purposes.
- 2.2C.3d. Participate in planning and development of the Regional San Francisco Bay Trail to assure access from Baylands Park.

Policy 2.2C.4. Provide, develop and maintain Special Use Parks and Facilities.

Action Statements

- 2.2C.4a. Evaluate conditions of each site on an annual basis
- 2.2C.4b. Update base maps and inventory of facilities and equipment of all sites subsequent to any development, redevelopment or other improvements.
- 2.2C.4c. Provide for a balance between general recreation uses and special interest uses in parks and facilities.
- 2.2C.4d. Explore development of a major athletic complex at the former Sunnyvale High School site if property is declared surplus by Fremont Union High School District.
- 2.2C.4e. Consider the designation, development and management of an Orchard Heritage Park at the Community Center site consistent with an overall plan and in cooperation with the Sunnyvale Historical Society.

School District Support and Cooperation

- Goal 2.2D. Cooperate with and support the four School Districts which serve Sunnyvale in order to continue access to school sites and facilities by people who live, work or visit in Sunnyvale for suitable, safe and consistent recreational use and enjoyment.
- Policy 2.2D.1. Participate in joint planning by the City and the School Districts for preservation, development or upgrading of open space and recreational facilities for continued community use of school open space sites.

Action Statements

- 2.2D.1a. Continue close cooperation with the School Districts for joint planning, design, and development of open space and recreational facilities on school sites for community use.
 - 2.2D.1b. Update base maps and inventory of facilities and equipment of all sites subsequent to any development, redevelopment or other improvements.
- Policy 2D.2. Encourage the School Districts to retain school sites used for community open space and recreation programs. When financially feasible, consider acquisition or joint use of sites and suitable facilities that are declared surplus if they are needed to maintain neighborhood open space accessibility.

Action Statements

- 2.2D.2a. Maintain long-term contractual agreements with the School Districts for operation, maintenance and use of designated sites.

Housing and Community Revitalization Sub-Element

Introduction

Since 1980, Sunnyvale has been a regional leader in addressing housing issues. Housing is one of the most difficult challenges facing cities in Santa Clara Valley. The need for more and affordable housing is critical—its symptoms surface in the shape of congested highways, the needs of homeless people, an exodus of young people from the area, and the constraints faced by local businesses in attracting new employees.

Sunnyvale has also been active in addressing issues of neighborhood quality. The continued vitality of the community depends, in part, on the need to preserve and enhance its residential, commercial and industrial areas.

The City's achievements in housing and community revitalization have been recognized in awards by the Bay Area Council, the Northern California Chapter of the American Planning Association, and the California Chapter of the American Planning Association.

The policy basis for Sunnyvale's actions is the Housing and Community Revitalization Sub-Element of the General Plan. The following summary of the Sub-Element is divided into five parts:

- ☐ an overview of community conditions
- ☐ an evaluation of the previous Sub-Element (achievements)
- ☐ the focus of this Sub-Element (future actions)
- ☐ major findings
- ☐ goals and policies

Overview of Community Conditions

Sunnyvale's Housing and Community Revitalization program is shaped by a variety of factors:

Development Pattern and Trends

Sunnyvale has changed from an agricultural and heavy industry town to a center of "high technology" industries. The basic development pattern was established in the 1950's, when the City experienced its initial burst of growth. Rapid growth continued until the mid-1970's. Infill development, redevelopment and revitalization are the predominant trends today. These trends are expected to continue into the 21st century. The City's basic development pattern and trends are a major influence on housing-related policy decisions.

Population

The City's growth is reflected in its population changes. Between 1950 and 1970, the population grew from 9,800 to 96,000—an increase of nearly 1,000%. The rate of growth has since slowed and, based on current projections, is leveling off. The 1988 population was 117,000. Based on the amount of new housing currently planned for Sunnyvale, the projected population will be about 127,600 in the year 2005—about 10% higher than in 1988.

A different scenario could add nearly 40,000 more residents in Sunnyvale in 20 years--about one-third higher than the 1988 population. This assumes a substantial increase in the planned number of housing units. Such an increase is one of the scenarios being considered as part of the General Plan study initiated in 1988. The City is evaluating possible strategies for addressing housing and employment recommendations of the Golden Triangle Task Force. Later sections of this Sub-Element discuss the work and recommendations of this regional task force, together with possible City actions.

Housing Supply

Sunnyvale had 49,885 housing units in 1987. Based on current zoning and anticipated redevelopment as of 1987, Sunnyvale is projected to have 55,357 units at buildout.

Substantially more housing units could result from the General Plan study initiated in 1988. As discussed in later sections, Sunnyvale's share of the housing need of the Golden Triangle regions has not yet been allocated. A preliminary estimate is that the City's share may be as much as 11,000 units more than the planned number of units. The General Plan study is evaluating possible strategies for increasing the City's housing supply.

Household Size

Although the number of housing units is increasing, the average household size is decreasing. In 1975, there were an estimated 2.68 persons per household. By 1985, this number had decreased to 2.44. By 2005, the average household size is projected to be 2.28. This decrease is part of an overall state trend. This trend is due to changes in lifestyle, more women working outside the home, deferred childbearing, and the higher costs of living. A decrease in the average household size may impact housing needs and community character with respect to the size and type of preferred housing, such as smaller units with less maintenance.

Age of Population

Another factor affecting the community is the rising median age of Sunnyvale's population. The median age was 26.2 years in 1970 and 31.1 years in 1980. The median age is projected to continue to rise. A shift in age distribution will also impact housing needs and community character. Different recreational facilities will be required and housing size may be smaller and more adult-oriented.

Income and Housing Costs

Income and housing costs also play a significant role in shaping housing need and community character. Sunnyvale's 1988 estimated average household income was \$46,700, slightly lower than the overall estimated County average. Although incomes have been increasing, they have not kept pace with housing costs. In 1974, the average price of a Sunnyvale home was \$37,500, while the average household income was \$14,900. By 1988, the average price of a Sunnyvale home had reached \$249,500 as compared to an estimated average household income of \$46,700. Today the average Sunnyvale resident would likely be unable to afford a Sunnyvale home. The gap between income and housing prices continues to rise, making affordability an ongoing issue.

Housing Types

Sunnyvale has a mixture of housing types. Single-family detached homes and apartments comprise the major types. In 1987, approximately 42% of the total housing units were single-family detached; 8% were single-family attached; 2% were duplex; 40% were apartments; and 8% were mobile homes. The trend is toward construction of more single-family attached and multi-family units. Thus, the proportion of single-family detached housing should decrease further. Sunnyvale has one of the lowest proportions of single-family detached homes, based on a survey of neighboring cities.

Vacancy Rate

Vacancy rates fluctuate depending on such variables as supply, land prices, interest rates, and employment. Housing vacancy rates have generally been low in the 1980's. In September 1987, the City had a 2.3% vacancy rate for all types of housing. In contrast, the vacancy rate at that time was high in much of the non-residential sector. Industrial land prices and office rental rates actually dropped in 1987. The industrial and office market outlook began to improve in 1988. The retail market is expected to remain strong.

Owner/Renter Distribution

In 1987, approximately 46% of the City's occupied residential units were owner-occupied. This proportion has decreased since 1980 when 51% were owner-occupied. By comparison the Countywide percentage of owner-occupied units was 60% in 1980. An increase in rental occupancy may contribute to problems associated with neighborhood quality if absentee owners and tenants do not maintain their property. Some of the neighborhoods with the greatest rehabilitation needs in a 1987 windshield survey had a high concentration of rental housing in the 1980 Census. A need has been identified to promote more home ownership opportunities in Sunnyvale.

Employment

Sunnyvale is the second largest provider of jobs in Santa Clara County. The major employers are in the electronics, defense, and light industrial fields. In 1985, there were an estimated 132,300 employees and an estimated 69,200 employed residents. By 2005, it is projected that there will be 153,600 employees and 80,600 employed residents. These figures indicate that a large percentage of Sunnyvale's employees are commuting to work from outside the City. Moreover, with 49,885 housing units as of 1987, the jobs and housing ratio for the City is unbalanced in favor of jobs.

Sunnyvale has taken steps to increase the number of housing units and reduce job growth. Some of the steps have included rezoning office and commercial properties to residential uses, and strictly limiting the intensity of office/industrial development. These actions are necessary for all of northern Santa Clara County since the anticipated job growth requires housing for the labor supply. As part of its continuing efforts, the City has initiated a General Plan study to address housing and employment recommendations of the Golden Triangle Task Force.

Structural Conditions

A Citywide survey of structures was made in 1987, as part of preparing the Housing and Community Revitalization Sub-Element. The survey was of both residential and non-residential structures. It used the same methods and rating criteria as a 1979 Citywide survey of structural conditions. Both surveys were windshield surveys and evaluated the visible front and side exteriors of structures, as well as the visible portions of the front and side yards. Consequently, any structural problems not visible from an automobile were not observed.

Overall 91.5% of the structures were in "sound" conditions, while 8.2% of the structures were rated as "sound deficient." A structure which is "sound deficient" is a structure providing safe and sanitary shelter, but shows two or more deficiencies such as large areas of peeling paint, junky yard, large driveway cracks, or deteriorated fencing. The remainder of the structures were rated as "unsound either requiring major rehabilitation or demolition." This type of a rating indicates major structural problems. The rating system is designed to distinguish between the type of improvements needed, i.e., structural or non-structural.

Mobile home parks were a component of the windshield survey. Overall, the parks are in good condition. Nearly 75% of them were "sound." The others were rated as "sound deficient."

Residential structures were in poorer condition proportionately than non-residential structures. The major deficiencies noted were large areas of peeling paint, cracks in the driveways, illegally parked vehicles, and yards requiring maintenance. Although these conditions did not indicate structural problems, they affect the overall quality of a neighborhood and create an impression of neighborhood decline. A concentration of such housing can reduce property values or prevent them from increasing. Community revitalization efforts will be necessary to prevent further deterioration. The number of "unsound" structures did drop between 1979 and 1987. This may be a result of the City's revitalization efforts, as well as demolitions. On the other hand, a higher percentage of units were rated as "sound deficient" in 1987 than in 1979 (8.2% compared to 2.5%). The increase in "sound deficient" structures can be a result of the overall aging of structures combined with the inability of owners to afford rehabilitation.

Since the City is predominantly built-out, and more than one-third of the housing is over 28 years old, a greater focus of efforts should be directed toward community revitalization in the form of rehabilitation and preservation programs, instead of new construction. A Neighborhood Preservation Program established by the City in 1987 will serve as the main force to accomplish revitalization. This is a multifaceted program that involves community action component, re-evaluation of existing codes, and consideration of additional codes.

Evaluation of Previous Sub-Element

By state law, a revised housing element must include a review of the progress made in attaining the community's housing goals and objectives, and the progress made in implementing the element.

Through an award-winning program, Sunnyvale has met or exceeded most of the goals and policies in the 1979 Housing and Community Revitalization Sub-Element. The City has provided regional leadership in addressing housing issues. The City's achievements were cited in 1987, when the Bay Area Council gave Sunnyvale an award for the "Best Housing Program

by a Local Jurisdiction." The Bay Area Council is an association of major Bay Area employers which focuses on regional issues of transportation and housing. Also in 1987, the City's Mobile Home Park Conversion Ordinance received an "Outstanding Planning" award from the Northern California Chapter of the American Planning Association. The Ordinance also received an "Honorable Mention for Outstanding Planning" from the California Chapter of the American Planning Association.

Supply

A potential 10,300 housing units were generated between 1980-1987 through City actions involving rezoning and increasing densities. These actions included the rezoning of 545 acres from industrial or commercial to residential uses. Between 1980 and 1987, over 4,400 housing units were built in Sunnyvale.

By rezoning industrial and commercial properties to residential uses and by imposing strict limits on the intensity of office/industrial redevelopment, the City has dramatically reduced its job growth potential. This in turn has reduced the demand for future housing that would otherwise have occurred. The reduction in total future employment has reduced the future housing demand by 15,000 to 30,000 units.

Office and industrial developers may be required to contribute to a housing incentive fund or provide other forms of housing mitigation when developments exceed a certain intensity. The housing incentive fund is to be used to develop affordable housing.

Residential developments must be built to at least 75% of the required intensity. Residential densities up to 45 units per acre are currently permitted in certain areas.

Mixed residential and job-producing land uses are encouraged in areas where there is a neighborhood compatibility and no environmental constraints are apparent.

The City adopted an Accessory Unit Ordinance which could generate approximately 660 new units.

Approximately 2,800 rental units were built in Sunnyvale between 1980 and 1987.

The City will likely exceed its ABAG goal of 5,042 units to be constructed between 1980 and 1990.

All development applications are processed in an efficient manner through Sunnyvale's "one-stop" process. Sunnyvale's permit and development fees are lower than the average Bay Area costs.

Neighborhood Conditions

The City established a Neighborhood Preservation Program in 1987 to preserve and enhance the health, safety, appearance and general welfare of the neighborhoods. The program focuses on both residential and non-residential properties. It is an expansion of a zoning code enforcement program which began in 1980. The Neighborhood Preservation Program involves a community action component; promotion of code compliance through both public education

and proactive staff action; and development of new or improved codes to address identified rehabilitation needs.

The City operates an owner-occupied housing rehabilitation program. Approximately 70 owner-occupied homes are assisted annually through Sunnyvale's participation in the Community Development Block Grant (CBDG) Program.

Approximately 40 homeowners are assisted annually with paint grants.

About three rental units were rehabilitated under a federal rental housing program. To increase the rehabilitation of rental properties, the City established a local rental housing program in 1987. The local program focuses on both non-federal and federal funding sources. It is anticipated that 18 rental units will be rehabilitated each year.

The City operates a commercial rehabilitation program with CBDG funds. The program provides assistance to property owners in targeted areas.

The City conducted a windshield survey of exterior structural conditions in 1987 to identify rehabilitation and renovation needs. Data from the survey has been used to develop components of the Neighborhood Preservation Program.

The City adopted a Home Business Ordinance in 1988 which allows those home businesses that do not have a negative impact on the residential character of a neighborhood. Businesses that cause increased traffic, have large inventories, or operate in a yard or garage are prohibited.

The City offers technical assistance, in addition to financing programs for improvements to homeowner, rental and commercial properties. The assistance is provided by staff and in free handouts available to all people.

In 1988, the City began a draft Function and Appearance Sub-Element. The adopted Sub-Element will provide a policy basis for decisions affecting the community's character and appearance. Urban design topics will include neighborhood identity, building design standards, landscape and private open space standards, and other items pertinent to the physical environment.

The City has developed information regarding the age of residential and non-residential structures. This information is used in program development for the Neighborhood Preservation Program.

State weatherization grants for mobile homes are used when funding is available.

Energy conservation is promoted through the City's Energy Sub-Element. An energy policy and ordinance require that a percentage of hot water needs for new developments are to be met by solar energy systems, where efficient.

Affordability

The City participates in various federal, state and county programs, as well as using its local powers to promote affordable housing for all groups. For example, approximately 439 rental units were provided for very low and low income households through Mortgage Revenue Bonds and the Below Market Rate (BMR) Program. Of these units, about 148 were constructed for seniors.

Resale controls were used in the BMR Program to maintain affordability.

The City complies with a state law regarding density bonuses to developers of affordable housing.

The City promotes private participation in rental subsidy programs, such as the Section 8 Existing Program whereby it contacts apartment owners and provides them with information regarding program participation. As of 1987, there were 973 subsidized rental units in Sunnyvale. The Section 8 Existing Program had 523 participants.

82 owner-occupied units were provided for moderate income household by the BMR Program.

69 moderate income households obtained new housing by the use of Single Family Mortgage Revenue Bonds.

Approximately 5 units are constructed annually as accessory units.

Approximately 221 people are assisted annually through Sunnyvale's participation in community programs involving shared housing.

Approximately 115 homeless Sunnyvale people are assisted annually in obtaining emergency shelter, by an agency which is partially funded by the City. Other emergency shelters exist which also serve Sunnyvale residents.

Accessibility

Sunnyvale continues to financially support organizations which provide rental information and mediation services, promote fair housing, and investigate complaints of housing discrimination. Approximately 2,793 individuals are assisted each year.

The Home Access Program provides grants to households to retrofit units occupied by disabled persons. Approximately 70 persons are assisted each year.

The City has adopted an ordinance which bans discrimination against families with children and imposes fines for offenders.

Condominium and Mobile Home Park Conversion

The City has adopted an ordinance prohibiting condominium and cooperative conversions when the rental vacancy rate is below 3% for over a year. Semi-annual rental vacancy surveys are conducted by City staff.

Should a condominium conversion occur, special provisions protect the elderly and provide that a percentage of the converted units be set aside for low and moderate income housing. To date there have been no condominium conversions.

An award-winning Mobile Home Conversion Ordinance was adopted in 1987. While it neither encourages nor discourages conversions, the Ordinance provides an equitable and clear process with reasonable mitigation measures and relocation assistance should conversions occur. In addition to the general applicability of this Ordinance to the needs of other communities, the extensive public participation that preceded its adoption was cited awards given by regional and state chapters of the American Planning Association.

Intergovernmental Coordination

The City participates in the Golden Triangle Task Force. This organization is composed of cities in northern Santa Clara County, as well as the County itself. The goal of this organization is to bring into better balance the capacity of the transportation infrastructure, employment densities and the housing supply. In 1987, the Task Force adopted a series of recommendations in four major areas: housing allocation, transportation demand management, capital improvements and growth management. In the area of housing, the Task Force took the following actions: (1) conceptually endorsed adding 50,000 to 60,000 new housing units in the Golden Triangle area; (2) endorsed that cities should take action now to facilitate development of additional housing; and (3) endorsed the concept of a housing allocation formula to be developed during the implementation phase. Various approaches have been discussed for allocating this new housing among the Task Force members. Sunnyvale's allocation has not yet been decided, but may be as much as 11,000 more units than now planned at buildout. The City has begun to consider long-term strategies to address this issue and potentially provide for a substantial increase in the long term housing supply.

Sunnyvale takes an active role in reviewing and formulating federal and state legislation, and in providing comments on regional and countywide housing programs.

Focus of This Sub-Element

Supply

In 1988, the City initiated a comprehensive study of its General Plan to address the recommendations of the Golden Triangle Task Force. The study will examine options for substantially increasing the planned number of housing units. It will also examine options for the location and intensity of office/industrial uses. The study has the potential to establish the general development pattern for the next 20 years.

The City will continue, to the extent feasible, to use its local powers to increase its housing supply.

Neighborhood Conditions

The City will continue to implement the Neighborhood Preservation Program to conserve and enhance its existing housing supply and upgrade residential and non-residential areas, contingent upon the availability of funding and staffing for the program.

The City should identify and address problems associated with the large percentage of residential units that will be over 30 years by the year 2000.

The City should continue to participate in rehabilitation subsidy programs to conserve the housing supply and targeted commercial areas, as long as funding is available.

Affordability

The City should continue to pursue available programs to encourage more affordable home ownership, to the extent feasible.

The City should continue to seek out and pursue available programs which promote affordability for all age groups, in both the rental and ownership sectors, to the extent permitted by funding and staff time.

Accessibility

The City should continue to support organizations that discourage discrimination and promote good landlord-tenant programs.

Condominium and Mobile Home Park Conversions

The City should continue its Condominium Conversion Ordinance to conserve the existing apartment supply and to provide tenant protection in the event of conversion.

The City should continue its Mobile Home Park Conversion Ordinance to provide an equitable process for conversion in the event of a change of use.

Intergovernmental Coordination

Recognizing that the housing, employment and transportation issues are regional, the City should continue to participate with other agencies to address these problems.

Major Facts and Findings

These major findings are derived from the information presented in the Housing and Community Revitalization Sub-Element. The findings focus on issues and needs. They comprise the basis of the goals and policies which follow.

Supply

1. Sunnyvale, like the other northern Santa Clara County cities, does not provide housing for all persons working in the City.
 - a. As of December 1987, there were 31 vacant acres zoned for commercial and office uses, 245 vacant acres planned for industrial use, and 107 vacant acres planned for residential use.

- b. Further rezoning for residential use is environmentally unacceptable in certain areas, but may be possible in other areas.
- c. As of December 1987, the maximum potential for new units under current zoning was 5,472 units.
- d. Infill development, redevelopment and revitalization trends will continue into the next century.
- e. Total City employment for 1985 was estimated by ABAG to be 134,300. This number is expected to increase to 144,100 by 1990 and 153,600 by 2005, according to ABAG projections. (These projections have not been revised to reflect the rezonings undertaken since 1986. Note, however, that ABAG employment projections are only marginally sensitive to local land use policies and actions.)
- f. The housing shortage is a regional problem. The actions of other communities affect Sunnyvale. ABAG has estimated a 34% increase in housing potential is necessary for Northern Santa Clara County by the year 2005 in order to accommodate the job growth forecast for that area.
- g. The City of Sunnyvale has initiated a General Plan study to address housing and employment recommendations of the Golden Triangle Task Force.

Neighborhood Conditions

- 1. The overall physical condition of the neighborhoods is sound. Some of the neighborhoods with older structures have a significant percentage of structures needing repairs.
 - a. Overall, 91.5% of the City's structures are in "sound" condition, 8.2% of the structures are rated as "sound deficient" and the remainder of the structures are rated as "unsound."
 - b. In the Lakewood, Murphy, and Washington planning areas, over 10% of the structures were rated as either "sound deficient" or "unsound."
- 2. A concentration of structures needing only minor repairs creates an overall negative effect on an entire neighborhood.
- 3. Spot areas of residential, commercial and industrial buildings are deteriorated. A combination of structural deficiencies, code violations, lack of minor repairs, and poor aesthetics detract from neighborhood quality. Residential areas have the highest concentration of deteriorating buildings.
 - a. In residential areas, painting was the most common repair needed that was visible from the exterior observation of structures.

- b. In commercial and industrial areas, painting was the most common repair needed that was visible from the exterior observation of structures.
 - c. A lack of street trees, unkept landscaping and broken fences in certain small pockets of the City create a poor visual impression within a neighborhood.
- 4. Approximately 33% of the City's dwelling units and non-residential structures are at least 30 years old. By the year 2000, over 60% of the City's housing will be over 30 years old.

Affordability

- 1. The average Sunnyvale resident with an estimated average annual income of \$46,700 in 1988 could not afford to buy the average priced single-family detached home for sale (\$249,500) or average priced condominium for sale (\$160,700) in Sunnyvale in 1988.
 - a. The high cost of housing has resulted in more dual income families.
 - b. The increase in annual income does not keep pace with the increase in housing prices.
 - c. Many single women who are heads of households have affordability needs. As of 1980, this group comprised only 14% of the total household population, but 32% of these households had incomes below the poverty level.
- 2. When fewer people can afford home ownership, there will be a greater demand for rentals.
 - a. An annual income of \$33,000 was necessary to afford the average priced two bedroom apartment in Sunnyvale in 1988.
 - b. The vacancy rate fluctuates based on the number of new apartment units, the local job market, the gap between incomes and the cost of homes, the cost of homes, the supply of homes and other factors. In June 1988, there was a 2% vacancy rate for apartments.
 - c. The fluctuating vacancy rate and a survey of rental costs indicates that affordable and available rentals exist for moderate and above moderate income groups. There are fewer affordable rentals for the lower income groups.
 - d. Approximately 87% of the lower income renters with annual incomes under \$15,000 were paying over 25% of their incomes for housing in 1980, while 61% of those renters were paying over 35% of their income for housing in 1980.
- 3. The City has met 75% of its regional share of housing to be provided between 1980 and 1990. The regional share established by ABAG is 5,042 units. The regional

allocation system established by ABAG indicates 44% of these units should be available for above moderate income households; 22% for moderate income households; 16% for low income households; and 18% for very low income households.

4. Homeless persons are a sub-group having serious affordability needs.
 - a. During 1986-87, emergency shelter was provided to approximately 115 homeless Sunnyvale residents for a total of 1,830 nights, by an agency that is partially funded by the City. The agency turned away 101 Sunnyvale residents during that time due to lack of space. Other agencies exist which also provide shelter to Sunnyvale residents.
 - b. The full extent of the homeless problem is difficult to document.
 - c. Homeless persons include families as well as single individuals.

Accessibility

1. Complaints received from an agency funded by the City indicates the most prevalent type of discrimination in Sunnyvale during 1986-87 was discrimination against families with children.
2. The most frequent landlord-tenant problems are deposit receipt returns and eviction issues, according to an organization funded by the City.

Condominium and Mobile Home Park Conversions

1. The demand for affordable owner-occupied housing can be a factor in favoring conversion of apartments to condominiums or cooperatives.
2. The high cost of rental housing impacts a displaced tenant's opportunity for equal replacement housing.
3. Many existing rental units, if converted, will need some type of physical site improvements in order to provide adequate owner-occupied housing and prevent the homeowners' association from paying extra expenses.
4. The City's Condominium Conversion Ordinance prevents uncontrolled conversions and provides regulations should conversions occur.
5. The City's Mobile Home Park Conversion Ordinance provides an equitable process, should conversions occur.

Intergovernmental Coordination

1. Sunnyvale is one of numerous Bay Area jurisdictions which comprise the housing market.

2. The Housing and Community Revitalization Sub-Element is only one of several City documents which influence housing. The Community Development Block Grant Housing Assistance Plan (HAP) and Areawide Housing Opportunity Plan (AHOP) are directly related. Other City General Plan Sub-Elements indirectly affect housing.
3. Housing is a multi-faceted problem which requires a cooperative effort of private industry, neighboring cities, Santa Clara County, Association of Bay Area Governments (ABAG), and the state and federal governments.
4. Sunnyvale participates in the Golden Triangle Task Force whereby, the northern Santa Clara cities and County are attempting to integrate transportation, housing and job growth.
5. ABAG has forecasted that if the labor supply needed to continue Santa Clara County's economic growth comes from some other part of the Bay region. The resulting impact on the County's transportation system could be quite severe.

Assumptions

Goals, policies and action statements in the Housing and Community Revitalization Sub-Element are based on certain assumptions. They are:

1. The citizens of Sunnyvale desire to maintain the existing character of the City, with a reasonable modification in respect to density or intensity of use.
2. There are environmental, fiscal and social constraints, as well as existing land use development patterns, which limit and control the ultimate living and working environments in Sunnyvale.
3. Sunnyvale cannot equally balance its jobs and housing if assumptions 1 and 2 are valid.
4. It is preferable to change job producing land to residential, to permit modest increases in housing density, and to make more efficient use of existing housing so as to maintain the present character of Sunnyvale, as opposed to major density increases for existing vacant residential land.
5. There is a need for the City to focus on revitalization of privately-owned structures.
6. The City wants and needs a diversity of choice of tenure, type, size, location and cost of housing.
7. The private market cannot provide new housing affordable to low and middle income persons by itself.
8. In order to preserve and expand the supply of affordable housing there must be cooperative efforts between the public and private sector.

9. Government should take a role to encourage the accessibility of housing to the various groups within the community.
10. Housing is a regional problem requiring intergovernmental cooperation.

Goals and Policies

Supply

Goal 2.3A. Foster the expansion of the housing supply to provide greater opportunities for current and future residents, given environmental, social, fiscal and land use constraints.

Policy 2.3A.1. Continue to improve, if feasible, the existing jobs to housing ratio.

Action Statements

- 2.3A.1a. The City will review its General Plan to facilitate the creation of additional housing units and in doing such review, address the need to balance single-family versus apartment and townhouse development.
- 2.3A.1b. The City will review the capacity of the infrastructure to accommodate any increase in housing intensity.
- 2.3A.1c. The City shall periodically review and compare its job growth potential to its housing growth.
- 2.3A.1d. The City should periodically survey surrounding communities to review the various ways those communities are resolving their jobs and housing imbalance.
- 2.3.1e. The City should consider allowing and encouraging residential densities higher than 45 units per acre, in certain areas of the City, where appropriate.
- 2.3.1f. The City shall develop standards for lot sizes under 6,000 square feet and residential zones providing for single-family like detached or attached housing, in order to encourage affordable owner-occupied lots.
- 2.3.1g. The City should continue efforts to balance the need for additional housing with other community values, such as: preserving the character of established neighborhoods, high quality design, and promoting a sense of identity in each neighborhood.
- 2.3.1h. The City should implement its Function and Appearance Sub-Element to address design issues related to density, such as the relationship of lot size and shape to the permitted number of units.

- 2.3.1i. The City should promote the concept of open space and landscaping in the use and allowances of density and buildings, to preserve the quality of the City neighborhoods.
- Policy 2.3A.2. Continue to require office and industrial development above a certain intensity to mitigate the demand for housing or provide additional housing.

Action Statement

- 2.3.2a. The City shall require industrial and commercial developments that exceed established floor area ratios to contribute towards the housing fund or take other measures to mitigate the effects of the job increase upon the housing supply.
- Policy 2.3A.3. Continue to permit and encourage a residential mix with jobs-producing land uses, as long as there is neighborhood compatibility and no environmental constraints are apparent.

Action Statements

- 2.3.3a. The City should study ways to encourage mixed uses.
- 2.3.3b. The City should study the possibility of increasing the density of residential areas.
- Policy 2.3A.4. Encourage innovative types of housing in existing residential zoning districts.

Action Statements

- 2.3A.4a. The City shall require all new developments to build at least 75% of permitted densities.
- 2.3A.4b. The City shall continue the Accessory Unit Ordinance as a means to increase supply of affordable units.
- 2.3A.4c. The City will encourage residential care facilities that are distributed throughout the community.
- 2.3A.4d. The City should evaluate residential development proposals in view of the needs of families requiring three or more bedrooms
- 2.3A.4e. The City shall review the appropriateness of the "O" (Office) overlay as it relates to residential zoning districts.
- Policy 2.3A.5. Continue to provide timely and efficient processing for all developments.

Action Statement

2.3A.5a. The City shall continue to monitor its processing steps and time for development proposals.

Neighborhood Conditions

Goal 2.3B. Ensure a high quality living and working environment.

Policy 2.3B.1. Continue to encourage property owners to maintain existing developments in a manner which enhances the City. Properties should be aesthetically pleasing, free from nuisances and safe from hazards.

Action Statements

2.3B.1a. The City should continue to offer technical assistance to homeowners to aid them in maintaining, upgrading and improving their property. Such assistance shall be provided by staff and a free manual on maintenance and improvement.

2.3B.1b. The City should continue to evaluate its outreach efforts for rehabilitation and conservation programs. Current outreach efforts involve utility stuffers, advertising, staff visits with community groups and free pamphlets describing the programs.

2.3.1c. The City shall continue a high quality of maintenance for public streets, rights-of-way and recreational areas.

2.3.1d. The City will continue to participate in programs which increase home ownership opportunities, such as the Mortgage Credit Certificate and Below Market Rate Programs, if funding is available.

2.3.1e. The City shall encourage the review of and implement concepts found in; the function and Appearance Sub-Element.

Policy 2.3B.2. Continue to implement the Neighborhood Preservation Program.

Action Statements

2.3B.2a. The City should review existing codes, ordinances and use permit conditions with the possibility of increasing enforcement or developing new codes where neighborhood and community preservation issues are involved. The emphasis, however, will be on promoting voluntary compliance.

2.3B.2b. For residential planning areas and defined neighborhoods having 10% of the structures rated below an "A" (sound) rating or areas with a majority of its structures over 30 years old, the City shall, if staff is available, continue its concentrated rehabilitation and code compliance program by identifying

target areas, involving a strong community participation component, and using both its code enforcement powers and its rehabilitation resources.

- 2.3B.2c. The City shall coordinate the Neighborhood Preservation Program with other programs, in order to avoid duplication of activity and maximize efficiency.
- 2.3B.2d. The City should continue its Home Business Ordinance which permits businesses that do not affect the primary residential character of the neighborhood and that do not involve retail sales, large inventories, hazardous materials or traffic problems. Such businesses may not be operated in the yard or garage.
- 2.3B.2e. The City should study the impacts of the aging of its housing in order to plan for services needed.
- 2.3B.2f. The City should continue to develop and implement a citizen-oriented, proactive education program regarding neighborhood preservation.
- Policy 2.3B.3. Continue to participate in the Community Development Block Grant and other rehabilitation programs.

Action Statement

- 2.3B.3a. The City should continue involvement with the rehabilitation programs. The rehabilitation programs includes CDBG loans for single family homes, including mobile homes and CDBG paint grants. Rental rehabilitation occurs through a local program with federal and non-federal funds.
- Policy 2.3B.4. Ensure that new development and rehabilitation efforts promote quality design and harmonize with existing neighborhood surroundings.

Action Statements

- 2.3B.4a. The City should continue architectural and site review of private and public development to ensure that the design is sensitive to and compatible with existing neighborhood surroundings.
- 2.3B.4b. The City should study and propose design solutions to mitigate the effects of a combination of uses or a combination of uses of different intensities.
- 2.3B.4c. Review and implement the concepts found in the Function & Appearance Sub-Element.
- Policy 2.3B.5 Displacement impacts on tenants as a result of revitalization or land use changes should be considered in the application approval process and minimized where possible.

Action Statement

2.3B.5a. A land use change or revitalization program which displaces tenants shall, as a part of the City's application approval process, include a plan stating efforts taken by the property owner to assist relocation of tenants. These could include: (1) favorable rental or purchase arrangements after work is completed, (2) location of vacancies in similar housing, (3) fixed payments of moving costs, (4) no rent increases upon application and until relocation is secured, (5) right of first purchase refusal, and (6) reduced purchase price options.

Policy 2.3B.6. Continue the City's energy program to promote environmentally sound energy programs, such as solar hot water heating.

Action Statements

2.3B.6a. The City will review and incorporate environmentally sound programs into the implementation of the Housing and Community Revitalization Sub-Element.

2.3B.6b. Continue to use State weatherization grants for mobile homes, if funding is available.

Affordability

Goal 2.3C. Promote and maintain a diversity in tenure, type, size, location and cost-of-housing to permit a range of individual choice for all current residents and those expected to become City residents as a result of normal growth processes and employment opportunities.

Policy 2.3C.1. Attempt to maintain as many as possible of the existing rental units affordable to lower income families and seniors.

Action Statements

2.3C.1a. The City will continue to support private participation in rental subsidy programs, such as the Section 8 existing program. The City will continue to encourage greater participation by local property owners such as publicizing and providing information to owners, contacting apartment owners, sending letters, and working with organizations that promote such participation.

2.3C.1b. The City should continue to identify, encourage, and publicize private activities and programs which will create affordable housing opportunities, including rental but especially in owner-occupied, single-family developments. The City currently works with non-profit community groups to create affordable housing. Information on the availability of facilities for the handicapped is provided by the City to hospitals and rehabilitation centers.

2.3C.1c. The City should continue to participate in HUD's Housing Assistance Programs through the Housing Authority to ensure maximum benefit to Sunnyvale residents, if funding is available. Every year the City should review the availability of new programs if staff time permits.

2.3C.1d. The City should encourage and assist non-profit housing organizations and the Housing Authority to develop 100 new low and very low income rental units within the City over the next five years, by identifying sites and potential surplus sites through the use of housing mitigation fees which are provided by office/industrial developers who exceed a specified floor area ratio.

Policy 2.3C.2. Continue to require a mix in the price of housing units in new subdivisions and apartment complexes as a way of distributing low and moderate cost throughout the City.

Action Statements

2.3C.2a. The City should continue its inclusionary zoning ordinance which implements the Below Market Rate (BMR) policies for new construction, and which offers assistance to buyers and renters of 10% of all new units constructed, except those units in R-O and R-1 zones.

2.3C.2b. Continue the resale controls element of the BMR Program.

2.3C.2c. Study the concept of allowing an in-lieu payment option for the BMR program. Accumulated funds would be used to supplement existing housing programs or expand into new program areas.

Policy 2.3C.3. Continue to use local, state and federal financing programs which help reduce the costs of construction, or costs to the resident, in order to make housing affordable to low and middle income families, seniors and people with disabilities.

Action Statements

2.3C.3a. The City should consider direct City and public financial involvement in housing programs, including City bonding resources and possible submission of an Article 34 election to voters if needed.

2.3C.3b. The City should continue to pursue financial and planning resources available to write down the cost of land in order to assist developers of below market rate housing by reviewing available programs and by participation in a density bonus program which provides density bonuses to developers of affordable housing.

2.3C.3c. The City should review the feasibility of encouraging limited equity cooperatives as a source of lower income ownership housing.

2.3C.3d. The City shall continue its Community Development Block Grant Program to assist private agencies in locating affordable housing for families and seniors, if funding is available.

2.3C.3e. Study the 1986 Tax Act to report on the opportunities for private investment in affordable housing suitable for the Sunnyvale area.

2.3C.3f. Participate with the County to encourage the use of Mortgage Revenue Bonds, if available, to develop 70 moderate income owner occupied units and 70 very low and low income rental units within the City over the next 5 years.

2.3C.3g. Study the future uses of the tax increment revenues from the Redevelopment Agency that are to be used for low and moderate income housing, if such revenues become available.

Policy 2.3C.4. Continue to provide assistance to homeless people.

Action Statements

2.3C.4a. Evaluate the existing statistics on homeless people to ascertain the extent of the problem within the City.

2.3C.4b. Analyze the potential role the City should assume in providing housing for homeless people, if existing organizations are unable to meet this need.

2.3C.4c. Consider developing alternative City-based and City-funded programs to accommodate the City's fluctuating homeless population. Continue to support existing organizations which shelter homeless people.

2.3C.4d. Study the feasibility of cooperating with private and non-profit organizations to provide additional assistance to homeless people in the City.

Policy 2.3C.5. Continue to promote a working relationship with residential developers and realtors to help implement housing policies.

Action Statement

2.3C.5a. The City should provide information about General Plan policies (including those in the Function and Appearance Sub-Element), development regulations, approval procedures and financing programs.

Accessibility - Fair Housing Practices

Goal 2.3D. Promote a community in which all people regardless of their ethnicity, race, religion, marital status, handicap, sex or age will have an equal opportunity to avail themselves of housing.

- Policy 2.3D.1 Continue to support efforts of organizations which work toward eliminating unlawful discrimination in Sunnyvale.

Action Statements

- 2.3D.1a. The City shall continue its Age Discrimination Ordinance to discourage age discrimination.
- 2.3D.1b. The City should prepare an annual review of the Age Discrimination Ordinance based on the reports provided by the non-profit agency which monitors discrimination for Sunnyvale.
- 2.3D.1c. The City should continue to provide assistance to a local non-profit organization that provides services to those experiencing discrimination.
- 2.3D.1d. The City should review existing lending practices such as redlining to determine the extent to which these practices may inhibit the City achieving its General Plan goals and policies related toward housing development, and to allow for greater leverage and on-going income streams for housing programs.

- Policy 2.3D.2. Continue to ensure that handicapped persons have access to newly constructed residential developments when required by code and encourage similar access in renovated structures.

Action Statements

- 2.3D.2a. The City should consider exploring the feasibility of providing greater handicapped access through the development review process (as a supplement to minimum State requirements).
- 2.3D.2b. The City should encourage handicapped access during renovations, when appropriate, and continue its home access program if funds remain available.

- Policy 2.3D.3. Continue to promote good tenant/landlord relations.

Action Statements

- 2.3D.3a. The City should have information available to tenants concerning their rights and responsibilities.
- 2.3D.3b. The City should have available information to landlords concerning their rights and responsibilities of owning rental property.
- 2.3D.3c. The City should continue to support and to refer landlord/tenant problems to a non-profit agency that provides rental information and mediation services on a voluntary basis to Sunnyvale residents, if funding is available.

Condominium and Mobile Home Park Conversions

Goal 2.3E. Provide a mixture of owner and rental housing opportunities by allowing conversion from apartment to condominiums or cooperatives when a benefit to the overall City housing need can be shown. Provide an equitable process with reasonable mitigation measures in the event of conversion of mobile home parks to a different use.

Policy 2.3E.1. Continue to allow condominium and cooperative conversions only when the Citywide vacancy rate for rental units warrants such conversions.

2.3E.1a. The City shall continue its Condominium Conversion Ordinance which provides a system for evaluating condominium and cooperative conversion proposals.

2.3E.1b. The City will continue to conduct a survey of apartments to determine the vacancy rate every six months.

Policy 2.3E.2 Ensure that all condominium conversions meet on-site standards.

Policy 2.3E.3. Continue to provide for tenant protection prior to condominium conversion.

Action Statement

2.3E.3a. The City's Condominium Conversion Ordinance should provide a mechanism to ensure that efforts were not made to create vacancies immediately prior to the conversion application.

Policy 2.3E.4. Continue to provide ownership opportunities to those living in apartment complexes at the time of application.

Policy 2.3E.5. Continue to provide for low and moderate inclusionary units at the complex, under the Below Market Rate Program, in the event a condominium conversions occurs.

Policy 2.3E.6. Continue to regulate the conversion of mobile home parks in the event of a change of use.

Action Statement

2.3E.6a. The City shall continue its Mobile Home Park Conversion Ordinance.

Intergovernmental Coordination

Goal 2.3F. Assume an active role in reviewing and formulating federal, state, regional and countywide housing programs to ensure compatibility with local policies and needs.

Policy 2.3F.1. Continue to provide comments concerning state and regional housing plans which affect Sunnyvale.

Policy 2.3F.2. Consider supporting housing legislation at the county, state and federal levels which will promote the goals and policies of the Housing and Community Revitalization Sub-Element.

Action Statements

2.3F.2a. Support the elimination of state-by state volume caps imposed on mortgage revenue bond issues by the 1986 federal Tax Reform Act, with regard to all housing project.

2.3F.2b. Oppose Census cuts that eliminate housing data needed for planning purposes.

2.3F.2c. Support federal legislation to find ways to maintain the supply of housing threatened by the expiration of federal housing subsidy contracts.

2.3F.2d. Support legislation which exempts from the school impact fee all publicly-subsidized housing, including low and moderate income housing for senior citizens.

Policy 2.3F.3. Continue an active dialogue with neighboring cities, Santa Clara County and ABAG regarding mutual concerns.

Action Statement

2.3F.3a. Continue participation in the Golden Triangle Task Force.

Seismic Safety Sub-Element

Introduction

The relatively young geological processes that have created the San Francisco Bay Area are still active today. Seismically, the City sits between two active earthquake fault systems (the San Andreas to the west and the Hayward/Calaveras to the east) and other potentially active faults. The probability that the Bay Area will experience a major earthquake by the year 2020 is approximately 67 percent.

Lying beneath Sunnyvale are thick layers of sand, gravel and clay, known as alluvium, which amplify the effects of earthquakes. Based on the damage caused in Santa Clara Valley by the 1906 earthquake and the poor performance of alluvial deposit land areas during earthquakes, this area could be subject to severe damage from an earthquake whose epicenter is nearby. Buildings of unreinforced masonry construction and older commercial buildings will likely suffer major damage.

Fire resulting from earthquake severed gas and electrical lines pose a serious danger that may cause more damage than the earthquake itself. Major fires in San Francisco after the Loma Prieta Earthquake on October 17, 1989 are recent examples.

Land subsidence has compounded the geologic and hydrodynamic problems of the area. Subsidence is caused by excessive ground water extraction. The compression of the aquifers since 1916 has lowered the northern reaches of the City 6 to 9 feet; many parts are below the mean high tide level which has lowered the discharge capability of the surrounding streams and flood control channels. The human-caused subsidence has been halted over the last three decades by an extensive water recharge and water importation program. Natural subsidence is still continuing at a much slower rate but can be dramatically intensified by earthquakes.

Santa Clara Valley is essentially an active flood plain that has been severely altered by human activity. It is still subject to periodic flooding from excessive rain and, without the protective barriers constructed along the margins of the Bay, tidal flooding. The City maintains an extensive storm drain system and the Santa Clara Valley Water District maintains the creek and flood control channels in the City.

Much of the industry in the City is dependent upon the use of hazardous materials. These materials are constantly transported into and around the City by truck, rail and pipeline. They are being stored in large quantities in above and below ground containers. Federal, state and local controls regulate the transporters and users. However, the sheer volume of the materials being handled can lead to misuse and accidents that threaten the environment and, more importantly, can take human lives even if exposure is brief.

The City is subject to other hazards of varying degrees of probability of occurrence. High winds and tornados have caused damage in the past, but pose a minimum risk to the community. The City lies in the landing pattern of Moffett Field and, during south winds, planes take off over heavily developed areas. In 1973 two planes collided over the Sunnyvale Municipal Golf Course, and the risk of a future aircraft accident exists even though the Navy's usage of Moffett Field as a Naval Air Station ends in 1994.

The level of risk that the community is willing to accept can be expressed in a variety of ways. However it is expressed, the assessment of hazards should be designed to accommodate new information and assist in establishing a realistic balance among the community's need for safety and economic and social requirements.

Not all disasters are preventable but knowledge of the hazards and proper planning are significant measures that mitigate their effect.

Major Facts and Findings

The following summary is derived from the information presented in the Community Conditions section of this sub-element. These findings form the basis of the goals and policies that follow.

Selismic Hazards

Damaging earthquakes are infrequent, however, they pose the most significant threat in relation to the destruction they may cause to the City.

Sunnyvale is located between two active earthquake fault zones. Scientists have identified four fault segments on which they believe large earthquakes are most likely to occur. There is a 67% chance for at least one earthquake of magnitude 7 or larger in the San Francisco Bay Area before the year 2020. An earthquake of this size could strike at any time. There could be more than 1 earthquake of magnitude 7 or larger in this period of time.

There is some evidence to infer the existence of inactive faults within the Sunnyvale planning area. Their presence has not be proved or disproved.

A local major earthquake could cause the failure of parts of the levee system and such a failure could lead to flooding in the northern parts of the City that are below sea level.

Fire in the aftermath of an earthquake could pose serious problems in Sunnyvale. Major variables that could intensify the situation include water system damage, multiple fires and isolation of some areas due to roadway overcrossing failures.

Flood Hazards

There are 5 sources of flooding that can threaten Sunnyvale:

- Excessive precipitation - surface runoff
- Tidal
- Dam failure
- Tsunamis
- Combination of the above hazards

The Santa Clara Valley Water District maintains the channels of Calabazas Creek, Stevens Creek, East, West and El Camino flood control channels. These channels coupled with the City's storm drains take the majority of surface run-off to the bay. Tidal flooding could occur if the system of dikes and levees failed or their banks overflowed.

Severe Weather Hazards

Severe winter storms accompanied by high winds have caused considerable damage in the past. Damage has usually been limited to private property. Power loss due to high winds and winter storms can affect a significant portion of the City if the storms last for more than a few hours. Pacific Gas and Electric Company has the responsibility for utilities within the city limits. Electric power is supplied by high voltage lines originating outside the city. PG&E responds to service calls on a priority basis and has limited staff available to answer community needs.

Fire Hazards

Sunnyvale has a relatively low risk factor for fire loss and past fire experience has demonstrated Sunnyvale to be a relatively fire safe community. However, as in any city, the potential for serious fire events is ever present. A trained and well-equipped fire service must be ready to respond to fires and other incidents. While the potential for extraordinary disaster always exists, and while the aging process of the City and its buildings will have some adverse impact on fire loss, the overall environment is comparatively fire safe.

Hazardous Materials

Since 1950 Sunnyvale's growth has been closely tied with the evolution of the electronics industry. Large amounts of toxic and hazardous materials are now transported, stored and used in the City. The use and storage of hazardous materials is controlled through the Department of Public Safety.

All high and 75% of all moderate hazardous materials uses are located north of the Southern Pacific Railroad. This area is also the location of younger less stable soils which present significant ground failure and liquefaction potentials.

The primary risks to the community are soil contamination from underground storage tanks and spills/releases of hazardous materials in an accident or during a major seismic event. Regulations and controls of hazardous materials and wastes have been developed over the last 10-15 years.

Aviation Hazards

Sunnyvale lies in the landing pattern of Moffett Field and, during south winds, planes take off over heavily developed areas. Risk of future accidents exists even though the Navy's usage of Moffett Field as a Naval Air Station ends in 1994. Other than the potential for aircraft accidents, noise is the most significant concern of residents. Allowable land uses around Moffett Field are determined by accident potential and noise level.

Community Inventory

The local community, in relation to hazards and risk, can be broken into 5 key categories:

- Current Land Use
- Higher Risk Structures
- Non-Structural Elements of Buildings
- Critical Facilities
- Lifelines

Land development and use, from zoning for specific types of uses, to standards used to build structures, to the manner in which the community is maintained plays a major role in the overall assessment of risk. No community is free from all risks but land use choices can be made that mitigate risks to citizens while at the same time provide for the economic and social needs of the community. Structures may be considered in the **higher risk** category because of the type of occupancy. Apartment complexes, schools, major employment centers, shopping centers and other places of assembly are examples. Structures may also be in this category because of the age or type of construction. Examples include buildings constructed prior to the adoption of modern earthquake building standards and unreinforced masonry buildings. The contents of buildings (**the non-structural elements**) can cause injuries and damage and must be properly secured. Hospitals, police and fire stations are some of the **critical facilities** in a community. The functioning of these facilities is very important to a community's ability to respond to and recover from a disaster. A community's **lifelines** include essential services such as water, sewer, gas, electricity, telephones, streets and highways.

Isolation After a Disaster

Neighborhood and/or community isolation after a disaster such as a major earthquake is likely as some normal transportation routes and communication lines will be damaged during such an event. Internal isolation occurs when the City's ability to receive reports of emergencies, relay emergency information and respond to citizen's requests for help is limited by destroyed or damaged lifelines. External isolation occurs when the City's ability to communicate emergency conditions and the ability to request or receive outside emergency resources is lost due to destroyed or damaged lifelines.

Emergency Planning and Coordination

Responsibility for emergency preparedness and response lies both with the City and the citizens in the community. No government agency has all the resources needed to respond to all the needs of its citizens in or after a disaster. The City has established an emergency preparedness program which is housed in the Department of Public Safety. The program's goals include helping neighborhoods, schools and businesses to plan and prepare for disasters.

The City has established an Emergency Management Organization (EMO) to provide for the effective delivery of services in an emergency or disaster. The City does not have the resources to effectively respond to all emergencies during a disaster. During disasters, such as a major earthquake, the City will only be able to respond to a limited number of urgent calls

for service. When City resources are exhausted outside assistance can be requested through an established network of local, regional and state mutual aid.

All City employees are disaster service workers. Many City employees are pre-assigned emergency tasks and others will be deployed where needed in case of an emergency. City employees are trained in emergency preparedness activities and their responsibilities as City employees during a disaster.

Community Resources

A preparedness program, called Sunnyvale Neighborhoods Actively Prepare (SNAP) has been implemented to encourage self sufficiency at the neighborhood level.

In cooperation with the American Red Cross and local school districts the City has established a disaster shelter program called Project ARK. The program involves stocking large containers with emergency supplies for up to 300 people for 3 days. Currently, there are 12 ARKS at 8 school sites throughout the City.

Amateur radio operators in the community have organized as an active emergency response group called Sunnyvale Amateur Radio Services (SARES). The group provides assistance to the Public Safety Department at both routine special events when additional radio communications are needed and during emergencies/disasters. SARES will play a major role in providing amateur radio communications during an emergency or disaster. In preparation for such an event emergency radio equipment and antennas have been installed at pre-designated locations throughout the City.

Sunnyvale Emergency Preparedness Organization (SEPO) provides business and industry representatives an opportunity to develop contacts and share emergency preparedness resources and information.

Post Disaster Recovery

The recovery from a disaster needs to be at least as well planned as the initial emergency response. Sunnyvale is taking a very proactive approach to this type of planning. Significant work has been done to develop standard operating procedures for disaster assistance centers, damage assessment, and financial recovery.

Assumptions

The goals, policies and action statements in this sub-element are based on the following principles:

1. The citizens of Sunnyvale desire a living environment reasonably safe from natural or human caused disasters.
2. The citizens wish to maintain the basic character of the City.
3. The probability that the City will experience a major earthquake by 2020 is approximately 67%.

4. The City has not yet experienced the largest possible flood.
5. Hazard analysis and risk assessment are local responsibilities with regional implications. This responsibility requires strong local control and coordination with other local and regional agencies.
6. Effective emergency preparedness requires coordination of all levels of government and public and private community resources.
7. Effective emergency preparedness by the community can mitigate the effects of disasters. A poorly prepared community will suffer the full effects of the disaster.
8. The City will be on its own for days or weeks following a major disaster because of probable isolation and the extremely high disaster related demands for services from state and federal resources. Other communities will experience the same disaster related effects.

GOALS AND POLICIES

Goal 2.4A. Ensure that natural and human-caused hazards are recognized and considered in decisions affecting the community, and that land uses reflect acceptable levels of risk based on identified hazards and occupancy.

Policy 2.4A.1. **Land Use:** Evaluate and consider existing seismic potential hazards in developing land use policies. Make land use decisions based on an awareness of the hazards and potential hazards for the specific parcel of land.

Action Statements

2.4A.1a. Encourage coordination of planning decisions, concerns and information sharing among the neighboring cities, affected agencies and interested citizen groups.

2.4A.1b. Retain existing residential sprinkler and fire resistive roofing requirements.

2.4A.1c. Encourage and cooperate with seismic and geologic investigations in the Sunnyvale planning area by such scientific agencies as the U.S. Geological Survey and the California Division of Mines and Geology.

2.4A.1d. Maintain the current United States Geological Service maps of all known seismic and geologic hazards located in the City.

2.4A.1e. Require geotechnical reports for new developments and redevelopments north of Highway 237.

Policy 2.4A.2. **Flood Hazards:** Take measures to protect life and property from the effects of a 1% (100-year) flood.

Action Statements

- 2.4A.2a. Encourage the Santa Clara Valley Water District to reevaluate the capacity of Stevens Creek, Calabazas Creek, Sunnyvale East, West and El Camino Flood Control Channels in relation to a 1% (100 year) flood.
- 2.4A.2b. Encourage and monitor the work of the Santa Clara Valley Water District (SCVWD) in maintaining all creeks and channels in Sunnyvale free of flow inhibiting vegetation, debris and silt.
- 2.4A.2c. Encourage SCVWD to maintain their dikes and levees at least 3 feet above the 1% flood level and to provide continued inspection and repair from damage caused by burrowing animals.
- 2.4A.2d. Maintain the flood plain management practices as outlined by the Federal Emergency Management Agency (FEMA) and the Army Corps of Engineers.
- 2.4A.2e. Participate in the National flood Insurance Program (NFIP).

- Policy 2.4A.3. **Hazardous Materials:** Promote a living and working environment safe from exposure to hazardous materials.

Action Statements

- 2.4A.3a. Maintain current information on the hazardous materials used in Sunnyvale businesses and their potential hazards to the community.
- 2.4A.3b. Participate in future development of proposed state and local code changes in storage and handling methods for hazardous materials.
- 2.4A.3c. Monitor the work of the Naval Facilities Engineering Command, Western Division (San Bruno), to ensure proper environmental clean-up of the Moffett Field land.
- 2.4.3d. Use the Santa Clara County Hazardous Waste Management Plan (CHWMP) as Sunnyvale's policy document and planning guide for planning off-site hazardous waste management facilities and all hazardous waste management programs within the City.

- Policy 2.4A.4. **Aviation:** Make planning decisions that establish and/or maintain a safe mix of aviation and land use for the areas affected by Moffett Field.

Action Statements

- 2.4A.4a. Oppose any effort to promote Moffett Field for civil/general aviation.
- 2.4A.4b. Consider the Air Installation Compatible Use Zone (AICUZ) in decisions concerning appropriate land use within the vicinity of Moffett Field.

Policy 2.4A.5. **Essential Services:** Maintain lifelines* in good operating condition to lessen damage and increase survivability after a major disaster.

* Lifelines are essential services necessary for the continued normal functioning of the community, e.g. water, gas, electricity, transportation and communication lines.

2.4A.5a. Encourage the state and county to maintain and/or improve their overcrossings to increase their ability to survive a major seismic event.

2.4A.5b. Encourage Pacific Gas and Electric and Pacific Bell to assess, maintain and, if necessary, improve their facilities to increase their ability to survive a major seismic event.

2.4A.5c. Study, evaluate and fund the improvements needed to the east pond levee at the Water Pollution Control Plant to increase its ability to survive a major earthquake.

Goal 2.4B. Ensure that the City, its citizens, business and industry are prepared to effectively respond to major emergencies.

Policy 2.4B.1. **Emergency Response Facilities:** Maintain and construct City facilities utilized for emergency response so that they remain operable after a major seismic event.

Action Statements

2.4B.1a. Inspect City owned facilities to ensure compliance with seismic safety/safety standards as needed. Fund capital projects when necessary to bring critical facilities to seismic standards.

2.4B.1b. Construct new City facilities to meet or exceed seismic safety/safety standards so that they will remain operable after a major earthquake or disaster.

Policy 2.4B.2. **Emergency Management Organization:** Provide for the emergency management of the City in order to protect life and property in the event of a disaster.

Action Statements

2.4B.2a. Provide annual training for those persons assigned to the Emergency Management Organization (EMO).

2.4B.2b. Annually review the EMO chart, responsibilities and tasks so that it reflects sound emergency management principles.

2.4B.2c. Maintain an Emergency Operations Center (EOC) for direction and control of disaster response and recovery.

- Policy 2.4B.3. **Emergency Planning & Coordination:** Provide an integrated approach to planning and preparedness for emergencies and disasters.

Action Statements

- 2.4B.3a. Identify, assess and maintain data on hazards to the community.
- 2.4B.3b. Maintain an Emergency Plan and update it as necessary.
- 2.4B.3c. Identify and maintain communications and coordination with community resources that will provide assistance during emergencies.
- 2.4B.3d. Coordinate planning and training with other agencies and jurisdictions to provide an effective and coordinated response to any emergency/disaster.
- 2.4B.3e. Train employees and operational units in emergency preparedness and disaster response procedures appropriate to their job function.
- 2.4B.3f. Maintain communication with and provide training exercises to improve coordination between City staff and private support organizations.
- 2.4B.3g. Evaluate City resources and make recommendations for improving City self-reliance during emergencies.
- 2.4B.3h. Provide assistance to residents and businesses in emergency preparedness.

- Policy 2.4B.4. **Schools:** Provide information and assistance to public/private schools and day care centers to plan and prepare for emergencies and disasters.

Action Statements

- 2.4B.4a. Assist schools and day care centers in emergency preparedness.
- 2.4B.4b. Encourage private schools and day care centers not constructed under the Field Act to evaluate and improve their buildings for seismic safety.
- 2.4B.4c. Assist in the development of emergency preparedness curriculum and training materials for schools and day care centers.

- Policy 2.4B.5. **Business and Industry:** Provide information and assistance to business and industry to plan and prepare for emergencies and disasters.

Action Statements

- 2.4B.5a. Provide available emergency preparedness information to businesses and industries that request assistance.
- 2.4B.5b. Encourage business and industry to plan for recovery from catastrophic events.

- Policy 2.4B.6. **Community:** Provide the citizens of Sunnyvale information, encouragement and assistance with emergency planning and preparedness.

Action Statements

- 2.4B.6a. Provide citizens with information on self-help during and after a disaster.
- 2.4B.6b. Provide speakers for emergency preparedness talks to interested citizens and community groups.
- 2.4B.6c. Identify and coordinate community volunteers that wish to participate in planning, preparedness or response activities.

- Policy 2.4B.7. **Communications:** Provide emergency radio communications for coordination of emergency response and the capability to communicate with outside agencies and citizens.

Action Statements

- 2.4B.7a. Periodically review emergency radio capabilities to enhance survivability during a major disaster.
- 2.4B.7b. Assist and encourage volunteer amateur radio operators to prepare for citizen band radio operations during a disaster or emergency.

- Goal 2.4C. Ensure that the City, its citizens, business and industry are prepared to recover from disasters.

- Policy 2.4C.1. Provide for the continuation of City government and services following a major disaster.

- 2.4C.1a. Maintain a thorough and current Emergency Plan that provides information for the continuation of City government immediately following a disaster.
- 2.4C.1b. Plan for the recovery and resumption of all City operations after a disaster.

- Policy 2.4C.2. **Citizens and Business/Industry:** Encourage citizens and business/industry to plan for recovery from disasters.

Action Statements

- 2.4C.2a. Provide assistance to local businesses in planning for recovery and resumption of business after a disaster.
- 2.4C.2b. Provide guidance to citizens on disaster recovery through brochures, talks and other public information methods.
- 2.4C.2c. Encourage citizens/businesses to purchase earthquake or other catastrophic insurance coverage.

Community Design Sub-Element

Introduction

The Community Design Sub-Element addresses the quality of the physical environment in both the public and private realms. Sunnyvale is a growing City where there are still opportunities to mold future development, while preserving the best of the present. The purpose of the Community Design Sub-Element is to establish design policies to guide future growth and enhance existing development. The Sub-Element is based on the premise that good design is good for everyone: that businesses, residents and visitors benefit from an environment which functions well and is attractive and engaging. The Sub-Element also recognizes that design policies and regulations must be reasonable and should promote, not discourage, economic development.

The Community Design Sub-Element is different from other General Plan Elements because it deals with many non-quantifiable issues and qualities, such as identity, comfort, beauty and fun. Good design can bring these qualities to the built environment. Good design makes the difference between a strong, positive image for Sunnyvale and a vague one; between tree lined neighborhood streets and bare asphalt; between architecture that inspires and non-descript buildings; between the playful sculpture in front of the Library and an empty bench. Sunnyvale is fortunate to have a strong economy which has created an attractive community along with future opportunities to improve. Improving the built environment may not require many grand gestures, but simply doing many little things better.

Relationship with other General Plan Elements

The Community Design Sub-Element is an optional General Plan element not required by California Government Code, Section 65032. It is Sunnyvale's policy to adopt General Plan Elements and Sub-Elements which go beyond the State's minimum requirements and address the broad range of physical, social and economic issues important to comprehensive planning.

Chapter 1. Historic Development Pattern

This chapter discusses how Sunnyvale has changed from an agrarian community to one of the high technology centers of the world. The pattern of development in the past is still very much a part of how Sunnyvale looks and functions today. The early development pattern established Sunnyvale as a complete City with industry, commerce and housing. Sunnyvale's growth happened in two phases; early development downtown and later suburban development surrounding the downtown core.

Major Findings

1. Early development concentrated around the train lines downtown and was a fine mix of businesses, industry and homes.
2. Most of the City's growth happened in the 1950's and 1960's. Nearly 65% of the residential units and 52% of the non-residential buildings were constructed between 1950 and 1969.
3. Development after 1950 was concentrated in large tracts developed exclusively for a single type of land use. This development was horizontal, spread out and oriented to the automobile.

Chapter 2. Development Trends

This chapter discusses local development trends and their potential impact on the shape of the City. These trends indicate that Sunnyvale is entering a third growth phase characterized by increasing private redevelopment, the desire for higher and more dense buildings and a predominance of multi-family projects in new housing construction. Based on past trends, new higher density development will not encroach on existing single family neighborhoods as these projects are most likely to be built on rezoned industrial or commercial properties. The possibility of light rail and the Downtown revitalization may also have a significant impact on how the City looks and functions in the future.

Major Findings

1. Sunnyvale is the fourth largest employment center in the Bay Area.
2. The Association of Bay Area Governments predicts that by the year 2005 Sunnyvale will have 148,610 jobs, 7,600 more jobs than in 1990, and a population of 132,700 which is 12,300 more residents than in 1990.
3. Vacant and agricultural land in Sunnyvale has decreased from 813 acres in 1981 to 340 acres in 1990. As Sunnyvale becomes more completely developed, private landscaped areas, public plazas and City parks will assume more importance as compensation for the loss of greenery, open vistas and informal play areas.
4. Most of the new housing built in the past five years has been apartments or condominium type units; 72% of the new units were apartments, 23% were condominiums or townhomes and only 5% were detached single family units.
5. In the past five years, new housing has been predominantly medium or high density projects as a result of scarce, more expensive land and fewer vacant sites in existing single family districts.
6. In the past 10 years, medium and high density housing has been built on land already zoned for higher density or on land rezoned from industrial or commercial districts. Between 1980 - 1990, Sunnyvale rezoned 250 acres for multi-family housing and an additional 317 acres for mobilehome housing.
7. In the past 10 years, the amount of land zoned for single family housing has increased by 25 acres as a result of redeveloped school sites. In 1990, 23% of the land in Sunnyvale is zoned for detached single family housing and 11% is zoned for multi-family housing which includes mobilehome parks.
8. Much of the new construction is now built on privately redeveloped properties, not vacant land. In 1988 and 1989, 38% of all new projects were private redevelopment and 98% of all housing units were built on redeveloped sites.

Chapter 3. The City's Image

Chapter 3 on the City's image discusses four basic design features which can strengthen and enhance Sunnyvale's image. These features are: clear boundaries, attractive and distinctive gateways, special landmarks and unique districts. The discussion on districts includes the Downtown Specific Plan, the El Camino Real business district, Mathilda Avenue, Evelyn Avenue and Sunnyvale's neighborhoods.

Major Findings

1. Defining the City's boundaries with street trees, medians, signage or enhanced natural features will create a stronger identity for Sunnyvale.
2. Gateways on major roadways into Sunnyvale are unique opportunities to create a positive, lasting image of Sunnyvale. Gateways can be distinguished with landscaped medians, signs, unique architecture, plazas and information centers. Currently, there are no City monument signs or other features distinguishing the entries to Sunnyvale, however, a project to identify gateways has been budgeted for 1993/1994.
3. Sunnyvale's landmarks help orient people to their location and enrich the City's identity. There are possibilities for new landmarks at the Lawrence Expressway/Highway 101 site and Downtown.
4. Memorable districts heighten the awareness of Sunnyvale as a special place.
5. Sunnyvale has two historic districts; the Murphy Avenue Historic District and the Taaffe-Frances Street Heritage Housing District. Policies and regulations have been established to preserve and enhance these unique districts.
6. Specific plans and design guidelines can be used to create memorable districts. Sunnyvale has two existing Specific Plans and is developing a Specific Plan for the Downtown. A Specific Plan for the Downtown is needed to establish cohesive and attractive design standards, appropriate uses and densities, and architecture which will help revitalize the Downtown. Specific Plans or Design Guidelines would also be appropriate for the El Camino Real business district, Mathilda Avenue and Evelyn Avenue.

Chapter 4. The View from the Road

The view from the road affects the daily lives of Sunnyvale residents and is one of the most lasting images visitors have of the City. This chapter discusses City programs which improve the roadway environment. These programs include: a Public Landscaping Program for medians and other street landscaping, a Street Tree Service Program which installs and maintains the City's street trees, programs for pedestrian pathways, the City's undergrounding of utilities requirements, fencing standards and the City's sign regulations.

Major Findings

1. The Association of Bay Area Governments estimates that 120,400 people live in Sunnyvale in 1990 and 141,000 people work here. By 2005, the number of people living and working in Sunnyvale is expected to increase, resulting in higher traffic volumes on the City's roadways.
2. As part of the Street Landscaping Program, the City has installed and maintains approximately 60 acres of public landscaping on Sunnyvale's roadways.
3. Landscaped medians help identify major thoroughfares, increase traffic safety by separating oncoming cars, beautify the streetscape and make motorists more comfortable by reducing the perceived road width and providing interesting scenery.
4. The Sunnyvale Street Tree Service Program is responsible for selecting, planting and maintaining the City's street trees. There are now about 31,900 street trees in Sunnyvale.
5. Street trees add to the value of private property, provide shade and habitat for wildlife, contribute to fresher air and reduce reflected heat from buildings and pavement.
6. The City requires pedestrian walkways for new development in commercial and residential districts. Along major thoroughfares, pedestrian walkways can be made more comfortable with trees for shade, traffic buffers and benches for resting.
7. Since 1975, Sunnyvale's requirements to underground utility wires on or adjacent to private properties and the City's funding of undergrounding along major roadways has resulted in a less cluttered and more attractive streetscape.
8. Fencing is a major streetscape element along some of Sunnyvale's roadways. The City is studying ways to improve the appearance of fencing because of problems with private maintenance and design.
9. Sunnyvale's Sign Ordinance insures that signage is attractive, safe, compatible with the building architecture, not distracting to motorists and in balance with other elements in the streetscape.

Chapter 5. Private Development

The Private Development Chapter addresses development on private properties and discusses the design features of site plans and buildings. This chapter is meant to provide a vocabulary for design review and an understanding of basic design concepts, in addition to forming a basis for design policies. A well designed project will function efficiently, be compatible with surrounding properties, have architectural merit and enhance the image of Sunnyvale.

Major Findings - Site Design

1. The building location, driveways, parking, auxiliary structures, exterior mechanical equipment, lighting and service access are functional elements of the site plan influenced by the nature of the intended use.
2. Good site design accommodates natural features such as solar orientation, climate, mature trees and scenic vistas.
3. Mature trees add to the beauty and comfort of the built environment, enhance property values and help blend new development with surrounding properties.
4. Site plans which create view corridors into the site and are oriented to the adjoining street patterns generate interest and are integrated with surrounding development.
5. Private development can be integrated with the public roadway by establishing a sense of enclosure and uniform landscape standards.
6. Sunnyvale's Zoning Ordinance establishes building setbacks and coverage standards for fire safety, for privacy and to maintain light, air and open space between buildings. These standards help preserve the unique rhythm and spatial qualities of districts and neighborhoods.
7. Well designed entries to a site help avoid confusion and make a positive first impression.
8. Site plans with areas which are easily identified as public and private spaces are more legible and help people to understand how they should act and where they should go.
9. A memorable place is created through site design where each design element has a complementary relationship to the other design elements. Design features which help create an identity are clear boundaries and similar detailing such as light fixtures, railings, landscaping and signage.
10. The recently established art in private development program has resulted in artworks being required on seven sites in Sunnyvale.
11. Site plans which appeal to the senses engage people in a direct way. Landscaping, pleasant outdoor areas, artworks and a sense of mystery will create a stimulating and engaging environment.
12. Sites need to be designed to be safe and accessible. Safe environments have good public visibility, adequate night time lighting, well designed circulation systems and quick, unobstructed access routes for fire and police services. Accessible environments are designed so they can be understood, navigated and enjoyed by everyone, including people who are physically handicapped.
13. Site design requirements need to be reasonably balanced to assure a competitive economic development environment for the City.

Major Findings - Building Design

1. Good architecture has intrinsic value and is also appropriate to its context. A well designed building compliments Sunnyvale's image, raises people's spirits, inspires creativity and heightens individual as well as cultural identity.
2. The functional elements of a building are walls and a roof for structural support and protection from the weather, and openings such as windows and doors, for light, air and access.
3. Rooflines are a prime indicator of building style and one of the most critical elements in determining compatibility with neighboring buildings.
4. Legible buildings have main entries which are easy to locate and oriented to the street for visibility.
5. Windows link the exterior and interior environments. In commercial districts, visibility of the activity inside stores and restaurants draws customers and creates an entertaining street environment.
6. Below grade parking can be detrimental to the architectural integrity of a building if it is not integrated with the building features and the ground. Concrete garage walls can be integrated with the architecture by using the same building materials, colors and detailing, and be integrated with the ground through berming, landscaping and screened entries.
7. The style of a building reflects the cultural and aesthetic values of a certain time. Buildings that are nondescript lack this refinement.
8. The scale of a building is its size in relation to its surroundings and people. Tall buildings need features such as recessed spaces or extended porticos on the ground level in order to retain a comfortable human scale.
9. There is often a predominant building shape and horizontal or vertical orientation in a district. New construction needs to have a similar shape in order to blend with the district.
10. Most buildings have three components; a base, middle and top. If these components are articulated with changes in building planes, colors, materials and rhythm, it breaks the structure into smaller parts and the building will look less massive.
11. A building with order and proportion has clarity and is one where all of the functional and decorative building elements are in scale with each other.
12. Building articulation is an important means of creating interesting rhythms with changing patterns of light and shade.

13. Exterior materials are the most visible sign of quality and can enhance or detract from the architectural style and surrounding properties. Substantial, high quality materials look attractive and insure durability. Changes in texture will add richness and tactile appeal to the building surface.
14. Appropriate building colors depend on the style, size and location of the building. Colors look different depending on the amount of color and surrounding hues. Colors which look appropriate on a small color rendering can be overwhelming on a large building.
15. Building design requirements need to be reasonably balanced to assure a competitive economic development environment for the City.

Chapter 6. Public Facilities

The Public Facilities chapter addresses the design of public and quasi-public properties which includes City properties, State and Federal facilities, schools and quasi-public facilities such as utilities. The section on City facilities discusses public buildings and vital outdoor public places, including parks, courtyards, public art and downtown pedestrian enclaves. This chapter is the final piece in a comprehensive plan for the function and appearance of Sunnyvale.

Major Findings

1. Approximately, 13.4% of the land in Sunnyvale is zoned for public and quasi-public use and as a result, the design of these facilities has an important impact on the City.
2. Sunnyvale's public buildings have good accessibility and reflect the community's values of quality and efficiency.
3. Identification of the Civic Center could be improved along Mathilda Avenue and El Camino Real.
4. Sunnyvale maintains 20 acres of landscaping around the City's public buildings at an 1990 annual cost of \$407,370. This landscaping is a unique feature which gives the buildings a public character.
5. In Sunnyvale, outdoor public places are found in City parks and recreational facilities, small plazas and courtyards around public buildings and downtown in public pedestrian enclaves.
6. Sunnyvale has 18 parks, 2 municipal golf courses, a municipal tennis center and Baylands Park which combined provide 370 acres of public open space.
7. The City shares in the maintenance of 14 school sites which has resulted in significant improvements to the appearance of school playing fields.

8. There are no formal public plazas or squares in Sunnyvale, but there are small informal courtyards around the City's public buildings which provide comfortable places for waiting or relaxing. The Community Center has a large courtyard area used for civic events. There may be a need for a large formal plaza to accommodate bigger civic events elsewhere in Sunnyvale.
9. As of July, 1990, Sunnyvale's public art program has resulted in 1 mural, 5 outdoor sculptures and 27 other works of art which are displayed in many parts of the City.
10. Public parking structures need to be located so that they do not block important commercial activities or vistas into the downtown from major roadways. Below grade parking is preferable because of the limited land area downtown.
11. Sunnyvale has no jurisdiction over the architectural and site design or maintenance of many public facilities owned by other government agencies. As a result, it is important that the City continue to pursue strong intergovernmental cooperation.
12. There are 11 elementary schools, 3 junior high schools and 1 high school in Sunnyvale which are open in 1990. These public schools add significantly to the quality of the City's neighborhoods.
13. State and Federal facilities occupy 192 acres within the City limits and another 650 acres within the urban service area when including Moffett Naval Air Station.
14. Flood control channels, the Hetch-Hetchy right-of-way, P. G. and E. transmission tower easements and the Southern Pacific railroad lines are all areas which generally look unattractive because of weeds, litter and the lack of landscaping. More could be done to make these areas as attractive as other private and public properties in Sunnyvale.

GOALS, POLICIES AND ACTION STATEMENTS

This section of the Sub-Element contains the goals, policies and actions for guiding the design of future development on both public and private properties. The goals and policies capsule the intent of the Community Design Sub-Element and provide direction for future decisions affecting the physical form of the City. The Action Statements reflect a more specific way to implement the goals and policies.

The goals, policies and action statements within the Community Design Sub-Element are based on the following assumptions:

1. Identity. Residents, business owners and visitors benefit from a defined and attractive image for the City as a whole and for Sunnyvale's unique districts and neighborhoods. A more clearly articulated image will create a more memorable place. This sense of place and identity is important to the well being of the community.

2. Legibility. A legible environment allows people to make sense of their surroundings. Legible environments require diversity where the various components have a clear and understandable meaning. Sunnyvale needs more distinguishing features to acknowledge and celebrate the unique districts and services comprising the City.
3. Comfort and Safety. Safety and comfort are basic to the welfare of the community. Roadways, buildings and site plans can be designed to promote safety and comfort. A safe and comfortable environment should be available for all types of transportation, including pedestrian, and available to everyone in the community.
4. Integration. Projects which are integrated with surrounding properties or districts improve the quality of life by reducing visual and functional conflicts. Integration of new construction has practical benefits and improves the appearance of the physical environment.
5. Enjoyment. People are attracted to environments where there are beautiful and enjoyable features. People need places which are enjoyable and fun. Enjoyable environments are places designed to be responsive to people and human needs, rather than merely efficient. Well designed and attractive buildings and roadways, and outdoor places with appealing landscaping and artworks are essential to the enjoyment of the physical environment.
6. Community. Public places which are owned and shared by everyone create a sense of belonging and identity for the community. Public places bring people together and promote mutual respect and civic pride.

GOALS AND POLICIES

City's Image

Goal 2.5A Promote Sunnyvale's image by maintaining, enhancing and creating physical features which distinguish Sunnyvale from surrounding communities and by preserving historic buildings, special districts and residential neighborhoods which make the City unique.

Policy 2.5A.1 Identify the boundaries of the City with attractive and distinctive features.

Action Statements

- 2.5A.1a. Encourage unique and uniform roadway landscaping and, where possible, median improvements to distinguish the City's boundaries.
- 2.5A.1b. Continue to enhance the visibility, accessibility and use of the San Francisco Bay on the City's northern boundary.

- 2.5A.1c. Consider studying ways to minimize the barrier impact of highways and expressways by developing design approaches which relate these roadways to the rest of the community.
- 2.5A.1d. Continue to develop a comprehensive gateway improvement program to select major gateways for improvements such as special landscaping, signage, visitor information centers, patterned pavement, monuments or artwork and unique private development standards.
- 2.5A.1e. Consider installing new City of Sunnyvale monument signs at major gateways into Sunnyvale and developing a comprehensive sign program to identify major attractions within the City.
- 2.5A.1f. Locate City of Sunnyvale signs in attractive surroundings and, whenever possible, in medians with distinctive landscaping.
- 2.5A.1g. Encourage distinctive and attractive buildings and site design at major gateways into Sunnyvale.
- 2.5A.1h. Maintain a compatible scale with the roadway when designing gateway improvements.

Policy 2.5A.2 Ensure that new development is compatible with the character of special districts and residential neighborhoods.

Action Statements

- 2.5A.2a. Maintain design guidelines and policies for new construction in historic districts which define acceptable building styles, shapes, rooflines, colors, materials, fenestration and setbacks and develop new guidelines as needed.
- 2.5A.2b. Continue to maintain and develop zoning standards which preserve the quality of residential neighborhoods.
- 2.5A.2c. Continue to encourage infill development or redevelopment which is compatible with the use, density, setbacks, height and, where possible, the predominant building style and size of the surrounding district or neighborhood.
- 2.5A.2d. Continue to identify and adopt methods of preserving historic resources and special districts.

Policy 2.5A.3 Support measures which enhance the identity of special districts and residential neighborhoods to create more variety in the physical environment.

Action Statements

- 2.5A.3a. Encourage diversity and develop programs to emphasize the unique features of special districts and neighborhoods.
- 2.5A.3b. Consider development of specific plans or design guidelines for the El Camino Real Commercial District and Mathilda Avenue corridor and study the feasibility of specific plans or guidelines for portions of Evelyn Avenue.
- 2.5A.3c. Continue to preserve buildings with unique historic or architectural value.
- 2.5A.3d. Protect historic landmarks by discouraging adjacent development which hides or overwhelms their unique qualities.
- 2.5A.3e. Encourage new landmarks and features to distinguish districts and neighborhoods.
- 2.5A.3f. Strengthen the downtown as the visual as well as functional focus of Sunnyvale.
- 2.5A.3g. Consider design features that help locate the downtown district and emphasize the roadways and intersections leading downtown.
- 2.5A.3h. Encourage distinctive projects at major nodes which have a coherent spatial relationship and create dynamic spaces at these intersections.
- 2.5A.3i. Maintain existing programs and study new programs which promote the maintenance and quality of residential neighborhoods.

The View From The Road

- Goal 2.5B Create an attractive street environment which will compliment private and public properties and be comfortable for residents and visitors.
- Policy 2.5B.1 Maintain and provide attractive landscaping in the public right-of-way to identify the different types of roadways and districts, make motorists more comfortable and improve the enjoyment of residential neighborhoods.

Action Statements

- 2.5B.1a. Continue to maintain and provide landscaped medians on major thoroughfares where it is physically and financially feasible.
- 2.5B.1b. Maintain and provide professionally designed medians with an interesting and attractive variety of ornamental, deciduous and evergreen trees and plants which are predominantly water-wise and drought resistant.
- 2.5B.1c. Continue to design landscape medians for easy and safe maintenance.

- 2.5B.1d. Encourage tree selection in the right-of-way which is in scale with the type of roadway and emphasizes important gateways.
 - 2.5B.1e. Consider uniform and cohesive landscape themes for districts, major thoroughfares, City boundaries and neighborhoods.
 - 2.5B.1f. Continue to choose roadway trees based on the planting site micro climate, whether the tree species is disease and insect resistant, location of utility wires, size of the planting site, root system potential for sidewalk damage, pruning requirements and the appropriateness of the visual characteristics of the trees.
 - 2.5B.1g. Encourage trees which do not obscure business signage in commercial districts.
 - 2.5B.1h. Continue to provide attractive canopy trees in residential districts.
 - 2.5B.1i. Investigate new varieties of trees for use in the City right-of-way.
 - 2.5B.1j. Continue to plant and maintain street trees along the public right-of-way and identify areas which require replanting or replacement trees.
- Policy 2.5B.2 Provide a safe and comfortable system of pedestrian and bicycle pathways.

Action Statements

- 2.5B.2a. Continue to maintain City sidewalks and study ways to prevent root damage.
 - 2.5B.2b. Consider studying alternatives or modifications to monolithic sidewalks to provide traffic buffers for pedestrians.
 - 2.5B.2c. Consider installing street trees next to the curb along major thoroughfares with significant pedestrian activity or in special areas which would benefit from a unified landscape theme.
 - 2.5B.2d. Cooperate in regional efforts to establish a bay trail around San Francisco Bay.
 - 2.5B.2e. Consider installing benches on sidewalks where there are shady resting spots or scenic vistas.
- Policy 2.5B.3 Minimize elements which clutter the roadway and look unattractive.

Action Statements

- 2.5B.3a. Maintain the requirements for undergrounding overhead utility wires.

- 2.5B.3b. Maintain and develop programs to achieve more attractive private fencing facing the public right-of-way.
- 2.5B.3c. Continue to work with County and State agencies to choose appropriate colors, textures and landscaping for sound walls on freeways and expressways.
- 2.5B.3d. Encourage soundwall location and design which emphasizes important gateways into Sunnyvale.
- 2.5B.3e. Maintain a sign ordinance to assure that signage is attractive, compatible with the district and not distracting to motorists.
- 2.5B.3f. Continue to ensure that signage is used to identify businesses rather than advertise them.

Private Development

- Goal 2.5C Ensure that buildings and related site improvements for private development are well designed and compatible with surrounding properties and districts.
- Policy 2.5C.1 Place a priority on quality architecture and site design which will enhance the image of Sunnyvale and create a vital and attractive environment for businesses, residents and visitors, and be reasonably balanced with the need for economic development to assure Sunnyvale's economic prosperity.

Action Statements

- 2.5C.1a. Continue to improve the design review process by using design professionals on staff and developing design guidelines to direct developers and assist the City in architectural and site review.
- 2.5C.1b. Consider developing handout and summaries of design policies, guidelines and regulations to assist developers early in the project design process.
- 2.5C.1c. Continue to insure that projects have amenities which make them attractive and that these features are not sacrificed to maximize development potential.
- Policy 2.5C.2 Review site plans to insure the design is compatible with the natural and surrounding built environment.

Action Statements

- 2.5C.2a. Encourage site design which preserves scenic vistas and maximizes solar orientation for heating and cooling.

- 2.5C.2b. Continue to monitor and develop standards for the preservation of mature trees and landscaping and encourage the preservation of landscaping to be considered early in the site design.
- 2.5C.2c. Continue to require that sites be designed so that the building locations, driveways, parking, exterior mechanical equipment, auxiliary structures and service access areas are attractive and compatible with adjoining properties and the public right-of-way.
- 2.5C.2d. Continue to require that on-site lighting be energy efficient, unobtrusive and located to minimize off-site glare while providing adequate night time safety.
- 2.5C.2e. Encourage site plans to be integrated with the adjoining road pattern, and at important junctures, provide view corridors into the project or other interesting features which will engage people.
- 2.5C.2f. Continue to review project design to insure minimum noise impacts to adjoining properties and reduce noise impacts from off-site sources, such as traffic.
- 2.5C.2g. Consider studying areas where the street and building setback relationship could be improved.
- 2.5C.2h. Encourage new construction to be compatible with the open space characteristics between buildings in districts or neighborhoods.
- 2.5C.2i. Continue to require landscaped buffers on commercial or residential properties which provide adequate protection for adjoining residential properties.
- 2.5C.2j. Consider prohibiting wing walls or other blank, high walls on buildings in order to create attractive transition zones between buildings.
- 2.5C.2k. Continue to require the screening of exterior mechanical equipment.
- Policy 2.5C.3: Ensure that site design creates places which are well organized, attractive, efficient and safe.

Action Statements

- 2.5C.3a. Encourage sites to have obvious and easy to locate entries.
- 2.5C.3b. Encourage site plans to have a legible organization including focal points and features which provide direction and clarity about the use of the site.

- 2.5C.3c. Encourage multiple family residential projects to have differentiated outdoors spaces, including private entries which provide individual identity, semi-private transitional spaces and common areas with unrestricted and easy access.
- 2.5C.3d. Encourage integrated site plans which have clear boundaries, similar detailing for all the elements and a complementary relationship with the building.
- 2.5C.3e. Encourage design elements which are pleasant to the senses.
- 2.5C.3f. Continue to require adequate, attractive, water-wise, drought tolerant and efficiently irrigated landscaping and routinely review landscape standards.
- 2.5C.3g. Consider investigating innovative approaches to parking lot landscaping which provide shade and vertical relief to large asphalt areas.
- 2.5C.3h. Continue to require full perimeter landscaping around parking lots whenever possible.
- 2.5C.3i. Encourage outdoor areas for relaxation or eating which are protected from noise and traffic.
- 2.5C.3j. Encourage sites to be designed with a sense of mystery so that the design is interesting and engaging.
- 2.5C.3k. Continue to require visible and attractive artworks for new private development at gateways and on large commercial and industrial properties.
- 2.5C.3l. Encourage reciprocal ingress-egress easements between commercial properties whenever feasible to minimize curb cuts, increase landscaping and improve vehicular safety.
- 2.5C.3m. Continue to require site plans with good public visibility of entries, adequate night time lighting, safe on-site circulation systems and quick, unobstructed access routes for fire and police services.
- 2.5C.3n. Continue to require sites plans to be easily navigated by people with handicaps and for some projects consider innovative features in excess of minimum state standards for handicap access.
- Policy 2C.4 Encourage quality architectural design which improves the City's identity, inspires creativity and heightens individual as well cultural identity.

Action Statements

- 2.5C.4a. Encourage easily identified and attractive building entrances which are oriented to the street.

- 2.5C.4b. Consider eliminating floor area ratio restrictions on entrances which enhance the architecture of the building and cannot be converted to work space.
- 2.5C.4c. Require roof elements to wrap around the building so that the element looks integrated and not just pasted on.
- 2.5C.4d. Encourage clear glass windows at the pedestrian level for commercial buildings to provide visibility of the activities inside stores and restaurants and visibility of pedestrian activity outside.
- 2.5C.4e. Continue to require mechanical equipment to be fully screened and integrated with the architecture of the building.
- 2.5C.4f. Encourage building windows to have a shape and spacing consistent with the building style.
- 2.5C.4g. Encourage below grade parking to be unobtrusive and integrated with the building architecture by continuing the same materials and colors as the building, screening auto entrances from public view and using landscaping and berming to reestablish a natural relationship with the ground.
- 2.5C.4h. Consider developing zoning ordinance standards for minimum depths of below grade parking and avoid at grade parking under buildings.
- 2.5C.4i. Encourage buildings with two or more stories to have architectural elements which create a pedestrian scale on the ground level, such as variations in the textures and materials, differentiated piers and columns, recessed entries and windows, awnings or offset planes.
- 2.5C.4j. Avoid tall buildings which create a tunnel effect and where necessary step the building back above the second level or stagger setbacks on the street.
- 2.5C.4k. Encourage buildings to have interesting articulation on all sides through changes in the building plane and height and the addition of elements such as deeply recessed or bay windows, porticos or dormers which create shadow and texture.
- 2.5C.4l. Avoid blank walls on the ends of buildings facing the roadway and provide detail and articulation on these elevations.
- 2.5C.4m. Encourage the spacing and size of doors and windows to have a rhythm compatible with the architectural style.
- 2.5C.4n. Encourage buildings where each of the building elements, such as windows, roofs and walls, are in proportion with each other.

- 2.5C.4o. Encourage high quality, durable materials for buildings which create texture.
 - 2.5C.4p. Avoid piecemeal embellishment, frequent changes in materials or materials that are incompatible with the building style.
 - 2.5C.4q. Encourage exterior building materials to wrap around corners and any change in materials only to be made in locations where there is a change in the building plane or where a change in materials is effectively used to identify the base of the building.
 - 2.5C.4r. Review building colors in the context of the scale of the building and avoid strong colors which may be overwhelming at larger scale.
 - 2.5C.4s. Encourage buildings where all of the design elements, such as colors, materials, style and ornamentation are unified and create cohesive, attractive and distinctive architecture.
- Policy 2C.5 Ensure that buildings are appropriate to their context and designed to be compatible with surrounding properties and special districts.

Action Statements

- 2.5C.5a. Encourage new construction to be consistent with the horizontal or vertical building orientation or building shape of special districts or streetscapes.
- 2.5C.5b. Encourage roof styles which are similar to surrounding buildings or unique districts.
- 2.5C.5c. Avoid buildings which do not have a similar scale or height as surrounding properties, except at gateways or for landmark structures.
- 2.5C.5d. Consider studying floor area ratio limitations for residential and commercial districts.
- 2.5C.5e. Avoid building colors which are not compatible with adjoining properties or special districts.
- 2.5C.5f. Encourage new construction to be designed so that it minimizes the impact on the privacy of adjoining residential properties.
- 2/5C.5g. Avoid tall buildings which substantially shade adjoining residential properties.
- 2.5C.5h. Continue to require additional setbacks for new construction when necessary to preserve the light, air, views and privacy of adjoining residential properties.

PUBLIC FACILITIES

Goal 2.5D Provide public facilities which are accessible, attractive and add to the enjoyment of the physical environment.

Policy 2.5D.1 Ensure that Sunnyvale's public facilities are easily identified, accessible, attractive and representative of the community's values and aspirations.

Action Statements

2.5D.1a. Consider implementing a comprehensive sign program for public facilities and City of Sunnyvale entry signs which may include maps to show the location of City facilities.

2.5D.1b. Establish a consistent design vocabulary for all public signage including fixture type, lettering, colors, symbols and logos.

2.5D.1c. Consider providing for the use of well designed banners for City events, holidays and other special occasions.

2.5D.1d. Consider implementing ways to increase the visibility of the Civic Center on Mathilda Avenue and El Camino Real and consider better identification for the Community Center along Remington Avenue.

Policy 2.5D.2 Maintain beautiful and comfortable outdoor public places which provide a shared sense of ownership and belonging for Sunnyvale residents, business owners and visitors.

Action Statements

2.5D.2a. Continue to provide public parks where people can enjoy nature, exercise, socialize and relax.

2.5D.2b. Continue to provide courtyards and public plazas around City buildings and encourage at least one large plaza downtown.

2.5D.2c. Encourage public courtyards and plazas to have: comfortable, shady places to sit; protection from automobile noise and fumes; defined boundaries; and, where appropriate, water elements and artworks.

2.5D.2d. Choose water elements, such as fountains or water sculptures, which will look attractive when water is not available because of drought conditions.

2.5D.2e. Continue to acquire public artworks which contribute to the public identity of outdoor places and provide pleasure and enrichment for Sunnyvale residents.

2.5D.2g. Encourage selection of public artworks which have a broad appeal and capture the aspirations or social and cultural heritage of the community.

- 2.5D.2h. Insure that some public artworks are meant for children and for touching and playing.
- 2.5D.2i. Insure that the scale and subject of public art is appropriate to its location.
- 2.5D.2j. Encourage some commercial activities in public plazas downtown.
- 2.5D.2k. Continue to encourage pedestrian and commercial activity on the sidewalks of the historic 100 block of Murphy Avenue.
- 2.5D.2l. Encourage new redevelopment downtown to be oriented to increase the visibility and use of the small courtyard on Washington Avenue by the parking structure.
- 2.5D.2m. Support the parking assessment district downtown.
- 2.5D.2n. Encourage below grade parking downtown and avoid parking structures which hide important buildings and districts or block the view into the downtown from major roadways.
- Policy 2.5D.3 Work with outside government agencies to achieve attractive public and quasi-public facilities consistent with the quality of development in Sunnyvale.

Action Statements

- 2.5D.3a. Encourage adequate, attractive and legible signage for public and quasi-public facilities not owned by Sunnyvale.
- 2.5D.3b. Cooperate with the Santa Clara Water District to develop programs to improve the appearance of flood control channels and drainage swales.
- 2.5D.3c. Cooperate with the City and County of San Francisco on improvements to the Hetch Hetchy right-of-way to make better use of this large open space area.
- 2.5D.3d. Encourage PG&E and Southern Pacific Railroad to improve the appearance of transmission line easements and the railroad lines.

Water Resources Sub-Element

Introduction

The Water Resource Sub-Element establishes integrated goals, policies, and actions designed to:

- (1) manage future demands for water,
- (2) ensure that water distribution systems function properly,
- (3) provide for comprehensive potable water demand management,
- (4) maintain financially stable revenue sources,
- (5) ensure that water meets all quality and health standards, and
- (6) provide a customer service program that emphasizes satisfaction and confidence.

Key issues covered in this document include:

- (a) state and regional water resources interdependencies,
- (b) managing demand for water in an era of uncertain supplies,
- (c) conservation policies developed as a result of the recent six year drought,
- (d) using reclaimed water as an additional supply source,
- (e) development and maintenance of infrastructure,
- (f) water quality assurance,
- (g) potential legislative impacts on water utilities in the future,
- (h) customer service and the "Core Outcome" of water resources.

The Water Resources Sub-element is one of the sub-elements of the Environmental Management Element of the City's General Plan. The other sub-elements of the Environmental Management Element include:

- Surface runoff
- Sanitary Sewer
- Solid waste
- Energy
- Noise
- Air quality

The Surface Runoff Sub-element addresses the discharge of pollutants to creeks in South San Francisco Bay, and the measures necessary to prevent flooding. The Sanitary Sewer System Sub-Element deals with the transportation and treatment of sewage and industrial waste. The Solid Waste Sub-Element provides guidelines for the source reduction, collection, recycling and disposal of solid wastes. The Energy Sub-Element discusses energy conservation and management. The Noise Sub-Element protects residents from excessive noise which can cause physical and mental health problems. The Air Quality Sub-Element focuses on reducing air pollutant emissions from existing sources in Sunnyvale, as well as developing a policy framework to lessen the emissions associated with future development.

Information in this Water Resources Sub-element Update is taken from the original Water Resources Sub-Element, various reports to Council (especially during the 1987-1992 drought), information provided from our water suppliers (Santa Clara Valley Water District and San Francisco Water Department), various publications and newsletters produced by the American Water Works Association, the State Department of Water Resources, the California Municipal Utilities Association, and others.

Major Facts and Findings

The following major findings are derived from the information presented within the Water Resources Sub-Element. These findings form the basis of the goals and policies which are presented on the following pages.

Sources of Water Supply and Water Supply System

Sources of Water Supply. Sunnyvale has three sources of water supply: local groundwater wells, imported supplies from the San Francisco Water Department (SFWD) and imported supplies from the Santa Clara Valley Water District (SCVWD). These sources supply approximately 15%, 45%, and 40% of the water used in the City, respectively. The three sources of water meet all federal and state drinking water quality standards. A fourth source of water comes directly from the City's Water Pollution Plant, which generates non-potable reclaimed water primarily for irrigation purposes.

The amount of water that can be taken from these wholesalers depend on contract parameters and the availability of water. The City's 10-year water production forecast falls within SFWD and SCVWD contract parameters, with the exception of periods of drought and the potential reduction of supply stemming from further increase in allocations for environmental concerns.

Wells. The City operates eight municipal wells, which produced 1,132 acre-feet of water in 1995 with the capacity to produce over 13,000 acre-feet annually. The wells are used to supplement the imported water supplies in order to meet summer peak demand and emergency events.

SFWD Supply. The City has six connections to the SFWD's pipelines and receives approximately 10,500 acre-feet of Hetch Hetchy (HH) water annually. The HH system originates from reservoirs located in and around Yosemite National Park. The HH reservoir water is conveyed from the Sierras across the Central Valley, where it is blended with water from local reservoirs, crosses the Hayward Fault and passes through the Irvington Tunnel. The resulting blend of water is approximately 85% from HH and 15% from local reservoirs. The City has a water supply contract with the City and County of San Francisco (CCSF) which expires in the year 2009.

SCVWD Supply. The SCVWD obtains its water from two sources: 40% from the State Water Project (SWP), which provides water for municipal and industrial use in urban areas and agricultural interests in the Central Valley, and 60% from the federal Central Valley Project (CVP), which was initially constructed to provide water for agricultural uses. SCVWD water is imported from the Sacramento Delta, blended with local reservoir water, and conveyed through a series of aqueducts to the Rinconada Treatment Plant in San Jose. SCVWD delivers approximately 11,000 acre-feet of treated water a year to the City. The City's supply contract with SCVWD will expire in the year 2051.

Reclaimed Water. The Sunnyvale Water Pollution Control Plant (WPCP) produces 12.5 million gallons per day (mgd) of high quality tertiary effluent which can be used as a non-potable water source. The Sunnyvale Water Reclamation Program is constructing facilities to deliver this water throughout the City for non-potable uses to promote conservation and augment the potable water supply. Phase I of the water reclamation program, currently under construction, will serve Lockheed/Martin, Moffett Field Golf Course, and the Sunnyvale Municipal Golf Course. Phase II will serve other parks and industrial areas in the north part of the City. Subsequent phases of the reclamation project will include facilities to serve western and southern portions of Sunnyvale and extensions into Cupertino and Los Altos. The ability to

utilize up to 100% (12.5 mgd) of the output of the WPCP will depend on available opportunities outside the City limits.

Operating costs of the system will be paid by the users who will be charged 90% of the potable water rates. Negotiations are underway between SCVWD and the City to determine the yield of the City's reclamation project and to secure financial contribution for this project.

Water Supply System. The City of Sunnyvale owns, operates and maintains a water supply and distribution system worth in excess of \$200 million at current market values. The water system is a closed network consisting of three pressure zones. There are ten storage reservoirs at five locations in the City with a total capacity of 27.5 million gallons, which could provide approximately one day's average need. A 1995 hydraulic analysis of the City's water system by Metcalf & Eddy, Inc. indicated that the existing storage facilities are adequate for both current and future needs through the year 2005, except for prolonged interruptions due to earthquake or other unexpected situations. The findings indicated that the City's Zone I wells could be capped or placed on inactive or reserve status, and two of the six San Francisco Water Department connections could also be placed on reserve status without affecting operating pressures in the distribution system.

The City's service ability under emergency conditions (when one of its water sources is interrupted) was also evaluated during high consumption periods. Without the wells, service could be provided to all of the City's customers with adequate pressures. Without two of the six SFWD connections, service will be provided without appreciable pressure differences in Zone I. If all six of the SFWD connections are lost, minimum pressures would be maintained. The proposed Wolfe-Homestead transmission main will be required to maintain service in Zones I and II. Without the SCVWD connections, Zone III can be supplied by the Wright Avenue plant pumps.

The distribution network consists of transmission and distribution mains totaling approximately 280 miles in length with pipe sizes varying from 4 to 30 inches in diameter. Some 10,000 gate valves provide the means to control and isolate sections of water mains during emergencies.

Within the City's service areas, there are pocketed areas that receive water from California Water Service Company (Cal Water). Should the opportunity arise, taking over these service areas from Cal Water may be cost effective for the City.

Water Demand and Demand Management

If the City was built out according to its Futures Study, water demand is estimated to be 23 mgd, which is 23% greater than current water consumption. The buildout assessment was based on the scenario that all available land in the City will be developed to the maximum extent allowed by current zoning, including new buildings on vacant land and redevelopment of existing developed land.

The City reduced water consumption between 1984 and 1993, despite an increase in the city's population of approximately 10%. This reduction is attributed primarily to water conservation in the residential, commercial and industrial sectors as well as changes in the City's industrial mix.

The City of Sunnyvale adopted water conservation plans in 1989 that required implementation of demand management including strengthening the inverted rate structure, mandatory water conservation, and implementing best management practices. A 23-29% reduction in water use was achieved and

conservation goals were met. Water usage restrictions have been established for various levels of drought management including 25%, 35%, and 45% reduction.

Water Quality Management

The Safe Drinking Water Act (SDWA) specifies primary regulations, which are health-based and enforceable, maximum contaminant levels (MCLs) of contaminants and/or treatment requirements, and secondary regulations, which are nonenforceable federal guidelines for the aesthetic quality of drinking water, and include water quality characteristics such as taste, odor, color, corrosivity, and hardness for which maximum contaminant level goals (MCLGs) are specified. The Federal Environmental Protection Agency (EPA) is authorized to enforce the SDWA, although the State of California has assumed the primacy of enforcing many of the rules and regulations developed under the SDWA.

These rules and regulations, their impact on the City's water system and sources of supply, and the City's compliance status are discussed in detail in other sections of the sub-element. These rules include:

- Surface Water Treatment Rule (SWTR),
- Total Coliform Rule (TCR),
- Lead and Copper Rule (LCR),
- Phase II and Phase V,
- Information Collection Rule (ICR),
- Disinfectants-Disinfection By-Products (D-DBP) Rule
- Enhanced Surface Water Treatment Rule (ESWTR).

The City has instituted a thorough and comprehensive water quality monitoring program that covers the city-owned and private wells and water purchased from SFWD and SCVWD to ensure that the City meets all regulatory requirements. The City is in compliance with these requirements and no MCLs or MCLGs have been exceeded.

SFWD and SCVWD water originate from different sources and are subject to different water quality concerns. Both agencies have vigorous water quality monitoring and protection programs. The main concern of the Hetch Hetchy (HH) supply is the adequacy of the disinfection process against microbial organisms such as *Giardia* and *Cryptosporidium*. *Cryptosporidium* is known to affect the immunosuppressed community. The main concern of the SCVWD's Delta water is the organics and bromides originating from agricultural return flow. These contaminants react with chlorine used for disinfection and produce potentially carcinogenic by-products. Control of these organics and the disinfection process has been a priority focus of the SCVWD.

For customers to experience varying water quality throughout the year is not uncommon since there are three different water sources in Sunnyvale's system. These waters blend within the distribution system depending on the daily demand, seasonal fluctuations, and disruptions due to maintenance activities; this results in water quality variances. In all cases, Sunnyvale's water quality either meets or exceeds federal and state requirements.

Chemical contaminants in shallow aquifers throughout the industrial and commercial sections of Santa Clara County have caused concerns that these contaminants may eventually affect abandoned agricultural wells and go into the deeper drinking water aquifers. The SCVWD has implemented a program to locate and seal these wells. The SCVWD estimates the program will cost several million dollars in the next few

years, and funding has been provided. In all cases, water quality would meet all federal and state requirements.

Because of the proximity of some of the City-owned wells to known underground contamination or industrial areas, monitoring for organic chemicals in the wells is performed on a monthly basis. The City has the ability to shut down any well without affecting the system's overall ability to deliver water for drinking and emergency purposes.

Financial and Economical Aspects of Water Resources Management

The Water Utility Fund. The Water Fund is one of three utility funds, including the Sewer Fund and the Refuse Fund, that make up the City's combined Utility fund. The combined utility fund is used to balance capital expenditures and reserves at a more stable level to assist in the stabilization of rates over time. The Water Fund includes a 25% operating contingency as well as a 25% capital reserve. The capital reserve is used to fund needed infrastructure replacement projects for the water utility. The City is in the process of developing a comprehensive infrastructure management plan that will document the life expectancy and replacement costs for all portions of the water utility system as well as all other City-owned and operated facilities. This plan will develop life schedules likely to be in the 50-100 year range that will allow for a comprehensive funding of replacement of infrastructure management plan will be reviewed annually and any changes to the type of equipment or the schedule for replacement will be approved in advance by the City.

Sunnyvale bases its utility rates on the actual cost of providing services to customers. Utility rates for some other cities are not based on cost of service and some categories of customers may subsidize other categories.

The cost of service methodology is used consistently throughout the utility funds within the City. This method encourages residents and businesses to use our utility services in the most efficient way.

Water Resources and Economic Development. Water is a critical raw resource needed in a variety of industries in the valley, ranging from the fabrication of silicon chips to revarious food processing uses. As growth in population continues, businesses are becoming more sensitive to issues of water availability and quality, garbage and sewer rates and other development related fees when deciding on a location for their operations. Many companies have enacted their own water conservation and recycling programs due to the high cost of water as a percentage of their expenditures.

Having a reliable and adequate source of water is a primary concern for the residents and businesses of Sunnyvale. The City's reclaimed water program will eventually offer an alternative source of water to prospective businesses, one that will not be dependent upon external circumstances and can be used for a variety of industrial and agricultural purposes.

Water Rates. Water rates are established annually by the City Council. A comparison of water rates in Sunnyvale and neighboring cities in 1995 is as follows:

<u>City</u>	<u>Average Residential Bill Per Month *</u>
Palo Alto ⁽¹⁾	\$27.74
Los Altos	\$42.00
San Jose	\$24.76
Mountain View	\$24.78
Sunnyvale	\$16.06
Santa Clara ⁽¹⁾	\$16.05
Milpitas	\$18.69

* Based on Bay Area Water Users Association Survey of 1995. Assumes usage of 11,220 gallons per month.

⁽¹⁾ Purchases electrical power from its own utility.

Periodically, the City reviews the methodology used to calculate the water rates to ensure that the rates reflect actual cost.

Prior to the 1976 drought, the City used a traditional declining block rate structure to administer its water rates. Under this scenario, the more water used, the less cost per unit. In the first year of the drought, this rate structure was changed to a flat block rate structure. Water rates were changed to be a flat amount per unit, regardless of usage. During the second year of the drought, an inverted rate structure was imposed in order to encourage conservation. The inverted rate strategy incorporated only three pricing blocks which were applied differently to different user groups. The three pricing blocks were defined as follows:

Lifeline Category. This rate block includes the first 600 cubic fee of water used each month. Forty percent (40%) of residential use falls within this block. For many other small users this rate block encompasses basic everyday use.

Conservation Category. The conservation block was intended to represent a cross-section of users where significant conservation should and must occur in time of limited water supply or drought.

High Use/High Impact Category. This rate block category connotes an essential and dramatic need for reduction when level of use reduction higher than 30% are to be achieved.

Since the drought, the City has continued to use an inverted rate structure in order to encourage conservation practices developed during the drought. Water rates are grouped into lifeline and conservation categories under seven different rate blocks.

GOALS, POLICIES AND ACTION STATEMENTS

GOAL 3.1A: MANAGE FUTURE DEMANDS TO ENSURE THAT EXISTING AND REALISTICALLY CERTAIN FUTURE WATER SUPPLIES WILL BE ADEQUATE.

Policy 3.1A.1 Contract for water supplies based on projected reasonable demands.

Action Statements

- 3.1A.1a Negotiate for long-term supply commitments, using future demands as forecasted by the latest hydraulic network analysis and/or staff estimates.
- 3.1A.1b Support reasonable, cost-effective, and environmentally sound water supply enhancement projects of San Francisco Water Department/Hetch-Hetchy and Santa Clara Valley Water District.

Policy 3.1A.2 Purchase potable water utilizing the most cost-effective source(s), subject to contractual requirements with our suppliers.

Action Statements

- 3.1A.2a Provide system controls that can respond to demand while also optimizing the mix of all sources in a cost-effective manner.
- 3.1A.2b Establish operating budgets that maximize water units in areas where costs are the least.

Policy 3.1A.3 Maintain a cost-effective preventative maintenance program that provides for sufficient reliability of all potable and reclaimed water system facilities.

Action Statements

- 3.1A.3a Perform preventative maintenance on all system facilities in order to eliminate the need for major unscheduled repairs or replacements.
- 3.1A.3b Provide for periodic inspection and assessment of system facilities.
- 3.1A.3c Maintain accurate and up-to-date records and maps.
- 3.1A.3d Provide for coordination with other utilities as required.
- 3.1A.3e Test, repair and replace water meters pursuant to established standard frequencies.

- 3.1A.3f Respond to all customer concerns and inquiries.
- 3.1A.3g Assure all facilities are properly screened, landscaped and maintained so as not to detract from neighboring developments.
- 3.1A.3h Provide appropriate security and protection of water facilities.
- 3.1A.3i Test and repair hydrants pursuant to established standard frequencies.

GOAL 3.1B ENSURE THAT POTABLE AND RECLAIMED WATER MEET ALL QUALITY AND HEALTH STANDARDS.

Policy 3.1B.1 Ensure that backflow from potentially contaminated water services is prevented through an aggressive inspection and maintenance program.

Action Statements

- 3.1B.1a Ensure that adequate backflow prevention devices are installed as required.
- 3.1B.1b Monitor annual backflow devices testing program.
- 3.1B.1c Perform backflow investigations and inspections as required.
- 3.1B.1d Investigate the potential for the City owning all backflow devices, thereby ensuring proper function and maintenance.

Policy 3.1B.2 Develop a comprehensive water quality monitoring program that meets or exceeds all state and federal requirements, while also meeting specific needs of the City and our citizens.

Action Statements

- 3.1B.2a Establish parameters to be tested for, together with specific testing frequencies and scheduling.
- 3.1B.2b Provide adequate laboratory testing facilities.
- 3.1B.2c Provide adequate training for quality sampling and testing.
- 3.1B.2d Provide the public with information relative to City's water quality program, bottled water, home water filtering devices, private wells, etc.
- 3.1B.2e Respond to customer concerns and inquiries.

- 3.1B.2f Monitor state and federal legislation to ensure City's sampling and testing procedures meet all requirements.

Policy 3.1B.3 Develop an action plan to respond to and protect from contamination of water supplies.

Action Statements

- 3.1B.3a Monitor all known underground contaminations.
- 3.1B.3b Ensure responsible parties are taking all reasonable steps to clean up known underground contaminations.
- 3.1B.3c Ensure responsible enforcement agencies are taking all reasonable steps to have responsible parties clean up known underground contaminations.
- 3.1B.3d Ensure all business and industry are complying with the City's hazardous materials storage ordinance.
- 3.1B.3e Maintain an emergency action plan to isolate and prohibit the delivery of known or suspected contaminated water to customers.
- 3.1B.3f Maintain a program to notify customers of known or suspected contaminated water and of the City's action plan.
- 3.1B.3g Work with the Santa Clara Valley Water District to identify all private wells in the City.
- 3.1B.3h Advise owners of private wells of health risks, adequate quality testing, etc., and encourage proper abandonment of the wells where appropriate.
- 3.1B.3i Encourage owners of private wells that do not have City water service to properly abandon their wells and hook up to the City's water system.

GOAL 3.1C: ENSURE THAT THE WATER DISTRIBUTION SYSTEM CAN MEET MINIMUM FIRE AND QUALITY STANDARDS DURING EMERGENCY CONDITIONS.

Policy 3.1C.1 Maintain an emergency water operations plan.

Action Statements

- 3.1C.1a Maintain sufficient emergency interties with other water utilities.
- 3.1C.1b Develop and maintain standard operating procedures for responding to losses of supply or water contamination events.

- 3.1C.1c Develop and maintain standard operating procedures for notifying the public during losses of supply or water contamination events.

Policy 3.1C.2 Provide sufficient storage and backup power to meet minimum requirements for water during emergencies.

Action Statements

- 3.1C.2a Check periodically the adequacy of storage facilities and distribution system through a computer modeling program (hydraulic network analysis).
- 3.1C.2b Study need for additional backup power at key water facilities.

GOAL 3.1D MANAGE POTABLE WATER DEMAND THROUGH THE EFFECTIVE USE OF WATER RATES, CONSERVATION PROGRAMS AND RECLAIMED WATER.

Policy 3.1D.1 Provide for an on-going potable water conservation program.

Action Statements

- 3.1D.1a Monitor unaccounted-for water and notify Finance when percentages exceed norms.
- 3.1D.1b Support demand management programs identified as "Best Management Practices (BMPs)" in our Memorandum of Understanding with the State Department of Water Resources.
- 3.1D.1c Update our City's Urban Water Management Plan as required by the State.
- 3.1D.1d Inform the community periodically on the status of water supply and the need to conserve.
- 3.1D.1e Maintain current inverted rate structure policy.

Policy 3.1D.2 Provide for potable water conservation programs that will effectively respond to periods of water shortages/droughts.

Action Statements

- 3.1D.2a Implement staged water conservation plans similar to those implemented during the 1987-1992 drought, depending on the severity of future water shortages.

- 3.1D.2b Implement water usage restrictions tailored to the level of conservation required.
- 3.1D.2c Keep the community regularly advised as to the status of the water shortage emergency, how they can achieve conservation goals, and the community's progress toward those goals.
- 3.1D.2d Coordinate drought planning with other involved agencies.

Policy 3.1D.3 Expand opportunities for reclaimed water use consistent with ecology needs of the Bay and/or diminished potable water supplies.

Action Statements

- 3.1D.3a Complete Phases I and II of the existing Reclaimed Water Project.
- 3.1D.3b Consider expanding this project into Phase III and beyond.
- 3.1D.3c Pursue funding for existing and future projects.
- 3.1D.3d Provide information and assistance to potential reclaimed water customers.
- 3.1D.3e Monitor use and effectiveness of reclaimed water on turf and landscaping.

GOAL 3.1E MAINTAIN A FINANCIALLY STABLE WATER FUND THROUGH A USER BASED FEE SYSTEM THAT FUNDS OPERATION, CAPITAL IMPROVEMENTS, INFRASTRUCTURE REPLACEMENT AND PUBLIC EDUCATION PROGRAMS.

Policy 3.1E.1 Establish potable and reclaimed water rate structures that will ensure funding of capital improvements, operational and maintenance needs and the development of an adequate reserve.

Action Statements

- 3.1E.1a Review rate structures annually.
- 3.1E.1b Establish appropriate reserves to ensure stable rates and provide for capital improvement and replacement needs.
- 3.1E.1c Review Ten-Year Plan annually for capital improvement and replacement needs.

3.1E.1d Ensure that the City receives 100% of utility entitlement by preparing utility bills accurately, by providing on-going monitoring for the completeness and accuracy of and collection of utility billings.

3.1E.1e Provide timely initiation, discontinuance and changes in water services.

Policy 3.1E.2 Establish rate structures that encourage on-going potable water conservation and that can be modified to achieve even greater levels of water conservation during period of water shortages/droughts.

Action Statements

3.1E.2a Establish reclaimed water rates in such a way as to attract customers.

3.1E.2b Utilize inverted rate scenarios to achieve both on-going and severe water conservation goals.

Policy 3.1E.3 Establish and maintain adequate reserve levels to replace or renovate Water Fund infrastructure components in order to maximize asset life and meet future community needs.

Action Statements

3.1E.3a Maintain and periodically update an inventory of Water Fund infrastructure components.

3.1E.3b Establish, maintain and review infrastructure renovation and replacement fund schedules for the water distribution system.

GOAL 3.1F **PROVIDE A CUSTOMER SERVICE PROGRAM THAT EMPHASIZES CUSTOMER SATISFACTION AND CONFIDENCE.**

Policy 3.1F.1 Maintain the provision of a high-quality, dependable source of both potable and reclaimed water at a reasonable and competitive cost to the consumer.

Action Statements

3.1F.1a Expand opportunities for cost savings in operations and maintenance.

3.1F.1b Oppose unreasonable rate increases from our suppliers.

3.1F.1c Notify the community regarding Sunnyvale's water rates, how they were developed, and how they compare with neighboring utilities.

Policy 3.1F.2 Inform customers on issues relating to water supply, quality, rates, conservation, and other matters.

Action Statements

- 3.1F.2a Utilize bill stuffers, cable TV, direct mailers, civic events, and other media to inform customers on water resource issues.
- 3.1F.2b Conduct public/neighborhood meetings when and where appropriate.
- 3.1F.2c Continue to produce and distribute the annual water quality report.

Policy 3.1F.3 Solicit customer input through consumer surveys, City-wide events, and other forums.

Action Statements

- 3.1F.3a Insert customer input surveys into selected quarterly reports, bill stuffers, door knob hangers, etc.
- 3.1F.3b Hand out survey forms at selected City-wide events, at neighborhood meetings, schools, and other forums.

Policy 3.1F.4 Monitor customer satisfaction through periodic surveys and responses to citizen inquiries.

Action Statements

- 3.1F.4a Track customer compliments and complaints from phone calls, letters, etc.
- 3.1F.4b Distribute customer satisfaction surveys during work activities, by mail, or other delivery systems.
- 3.1F.4c Incorporate results of 3.1F.4a & b into measurement of desired service levels and/or outcomes measures.

Policy 3.1F.5 Train and encourage employees to develop a customer service work ethic.

Action Statements

- 3.1F.5a Provide on-going customer service training to employees.
- 3.1F.5b Incorporate customer service performance into all employee audit processes.
- 3.1F.5c Develop means to reward outstanding customer service by employees.

GOAL 3.1G SUPPORT LEGISLATION AND OTHER EFFORTS THAT PROMOTE THE ACCOMPLISHMENT OF THE CITY'S WATER RESOURCES SUB-ELEMENT GOALS AND POLICIES.

Policy 3.1G.1 Support efforts by both the federal and state governments to work cooperatively with municipal governments to ensure safe drinking water.

Action Statements

- 3.1G.1a Work through the various water utility professional organizations (AWWA, CMUA, BAWUA, etc.) to promote collaborative working relationships with state and federal drinking water authorities (EPA, DOHS, etc.).
- 3.1G.1b Work through lobbying organizations (LCC, CMUA, SCVWD, SFWD, etc.) to develop networks with state and federal agencies.
- 3.1G.1c Support legislation that promotes better cooperation between state and federal governments and municipal governments.

Policy 3.1G.2 Seek support for federal and state funding of Sunnyvale's water resources projects and programs.

Action Statements

- 3.1G.2a Continue to pursue funding of reclaimed water projects through SCVWD, SFWD, and the legislature.
- 3.1G.2b Monitor and pursue other available funding for major capital improvements and infrastructure replacement projects.

Policy 3.1G.3 Oppose efforts to unreasonably reduce the availability of water supply to Sunnyvale.

Action Statements

- 3.1G.3a Oppose efforts by the federal government to eliminate Hetch-Hetchy reservoir.
- 3.1G.3b Oppose legislation that unreasonably diverts existing water supplies from municipalities to other uses.
- 3.1G.3c Oppose legislation that would block proposed water supply projects that are necessary, reasonable, cost-effective, and environmentally sound.

Policy 3.1G.4 Support efforts to encourage reasonable demand-side water conservation programs.

Action Statements

3.1G.4a Support on-going state and local water conservation efforts and support legislation encouraging the installation of reasonable water conservation devices in a building prior to transfer of title, provided there is some economic impact criteria.

3.1G.4b Oppose legislation requiring cities and counties to conduct a water supply analysis every three years.

3.1G.4c Work with SFWD, SCVWD, and other retailers to support ULFT rebate programs, showerhead giveaways, and other BMPs.

Policy 3.1G.5 Support legislation that would allow greater flexibility for water transfers, subject to protection of water rights and any adverse impacts on affected communities.

Action Statements

3.1G.5a Support legislation that authorizes any retail water user with a water allocation to transfer that allocation to another user, and work with water agencies to devise a means of effective transfer that will not risk existing water rights, but rather augment supplies that are severely impacted by drought, and encourage the federal government to consider similar legislation.

Policy 3.1G.6 Support legislation and regulations that establish beneficial water quality standards that are based on scientific facts, benefit-risk analyses, and other supportable evidence.

Action Statements

3.1G.6a Support efforts by Congress to direct EPA to give to the State the flexibility to adopt toxicity standards based on site-specific conditions, which will provide reasonable, cost-effective protection to aquatic organisms and human health. Support a more cooperative approach between all levels of government and the private sector to determine environmental priorities and standards.

3.1G.6b Support a moratorium on the promulgation and implementation of drinking water regulations under the Safe Drinking Water Act until such time as studies are completed and the reauthorization of the Act is carried out.

3.1G.6c Oppose any water quality legislation or regulations that are not based on scientific evidence and/or do not provide measurable improvements in public health.

Solid Waste Sub-Element

Introduction

During the past ten to fifteen years, Sunnyvale's solid waste management system has undergone significant changes, most notably the startup of the City's curbside recycling service in 1928 and the evolution of that service into a comprehensive source reduction and recycling program that, by 1995, was diverting an estimated 40-45% of the City's solid waste from landfill disposal.

From 1984 to 1993, the City's solid waste was disposed of in three different landfill sites (Mountain View, Sunnyvale, and Kirby Canyon landfills), with the City-owned Sunnyvale Landfill closing its gates permanently in 1993. New federal and state environmental regulations sharply increased the cost and complexity of all aspects of the solid waste management system. The total tons of refuse landfill decreased by 48% from 222,000 tons in 1982 to 116,000 tons in 1994; the typical monthly residential refuse collection charge increased from \$3.42 in 1982 to \$24.89 in 1995 to recover the City's increased cost of managing solid waste in compliance with environmental regulations.

Household Hazardous Waste drop-off events were first offered to Sunnyvale residents twice per year in 1985 and have evolved to quarterly events that include businesses that generate small quantities of hazardous waste.

July 1994 saw the start of separate collection of yard waste, reducing single-family refuse collection tonnages by 30% and producing usable mulch and soil amendments.

Finally, by constructing the Sunnyvale Materials Recovery and Transfer (SMaRT) Station in conjunction with the cities of Mountain View and Palo Alto, the City now hosts a major regional recycling and waste transfer facility that is on the leading edge of both materials recovery technology and multi-jurisdictional cooperation.

The major components of a stable solid waste management system are now in place. The City has assured itself of refuse disposal capacity until at least the year 2021 by way of long-term contract for refuse disposal. The SMaRT Station, with long-term funding commitments from Mountain View and Palo Alto, provides a flexible means of transporting refuse to virtually any disposal site on the West Coast. The materials recovery component of the SMaRT Station plays a major role in City compliance with a state mandate to reduce reuse disposal by 50% by the year 2000. The combination of the SMaRT Station's materials recovery capabilities and the City's existing and planned source reduction and source-separation recycling programs makes Sunnyvale one of the few jurisdictions likely to achieve the 50% diversion mandate.

Financial, rather than technical issues, now pose the most significant solid waste management challenges to the City. In fiscal year 1995-96 the amount budgeted to manage Sunnyvale solid waste is \$22.0 million (excluding SMaRT Station and landfill expenditures which are reimbursed by the cities of Mountain View and Palo Alto), making this the largest single program budget the City has, and is exceeded only by the \$32.8 million budget for the entire Department of Public Safety and the \$27.1 million budgeted for the rest of the Department of Public Works.

As refuse collection rates are driven up by the cost of recycling services and compliance with environmental mandates, businesses have been coping with those higher rates by increasing recycling to minimize their costs for refuse disposal. While the private recycling efforts help move the City toward the 50% recycling mandate, they force more fixed costs of the solid waste utility to be allocated over less reuse, further increasing rates. The City's response to this trend should focus on both reducing expenses and increasing revenues. Along with searching for efficiencies that would promote achievement of the goals articulated in this Sub-Element while helping lower solid waste management expenses over the long term, the City can seek out additional sources of revenue. Potential sources of revenue include development of new markets of existing recovered materials and searching for markets for new categories of materials to be recovered. The City can influence markets through its legislative advocacy at both the state and federal levels. Legislative directives to eliminate tradition-based barriers to use of recycled products and require minimum recycled content for key products can be effective in stimulating use of recycled products by both the private sector and public sector.

As reflected in public opinion gathered from public participation events, community acceptance of the 50% diversion goal appears to be very strong and, in light of the substantial capital investments made thus far, it may be desirable for the City to establish its own 50% diversion goal independent of the state mandate. Whether it targets 50% or some higher or lower level of diversion, the City's primary challenge over the next twenty years will be to integrate source reduction, recycling, and SMaRT Station recovery programs to achieve most cost-effectively the targeted level of diversion of solid waste.

Major Facts and Findings

The following major findings are derived from information presented within the Solid Waste Sub-Element. These findings form the basis of the goals and policies which are presented on the following pages.

Existing Solid Waste Management System: Sunnyvale provides a broad range of solid waste management services to its residents and businesses by way of a municipal solid waste utility. At the present time the three major service components (collection of solid waste and recyclable, SMaRT Station operation, and disposal) are provided by private companies working under contract with the City. Costs of garbage collection service are among the top four aspects as ranked by the businesses and residents attending the focus group meetings. Each of these three contracts was awarded by a competitive procurement process designed to ensure that long-term costs to the City and its ratepayers are minimized.

Economics of Solid Waste Management: The City of Sunnyvale provides solid waste management services as a municipal utility. The City provides the solid waste services and facilities, the cost of which is charged to refuse collection ratepayers according to a cost of service rate-setting policy approved in 1993 by the City Council. The rate for each service is based on the City's cost of providing that service. The City bills residential and business customers for solid waste management charges, along with charges for City water and sewer service. Customer payments, along with revenues from sales of recyclable materials, reimbursements from the cities of Mountain View and Palo Alto, and revenues from franchise fees, leases, grants, and interest earnings are deposited in a solid waste enterprise fund. All solid waste management costs are then paid for from this fund. No General Fund (tax) monies are used to provide solid waste management services.

Future Solid Waste Management Issues: The City's solid waste management system has become much more stable and financially predictable in recent years, with the acquisition of long-term disposal capacity, completion of the SMaRT Station, and implementation of new programs designed to increase diversion of wastes from landfill disposal. However, several critical factors largely outside the City's control could have significant impacts on the system in the future.

Goals and Policies

Goal 3.2A. Ensure that all municipal solid waste generated within the City is collected and transported in a manner that protects public health and safety.

Policy 3.2A.1. Provide convenient, competitively priced solid waste collection services.

Action Statements

3.2A.1a. Establish, enforce, and periodically update collection service standards.

3.2A.1b. Provide collection services that meet the needs of elderly and disabled residents.

3.2A.1c. Evaluate methods of achieving increased efficiencies in solid waste collection.

3.2A.1d. Compile and analyze information regarding collection operations to ensure that existing operations are operated in a safe, sanitary, and efficient manner and that collection costs are necessary and reasonable.

Policy 3.2A.2. Ensure that standards of Customer Service Excellence policies are met by those providing solid waste collection service.

Action Statements

3.2A.2a. Provide and publicize convenient methods by which customer complaints can be filed.

3.2A.2b. Investigate all complaints regarding solid waste collection and maintain records of complaint resolution.

Goal 3.2B. Reduce solid waste disposal to 50% or less of the amount generated in 1990 (as adjusted to reflect population and economic changes) in the most cost-effective manner.

Policy 3.2B.1. Reduce generation of solid waste by providing source reduction programs and promoting source reduction behavior.

Action Statements

3.2B.1a. Provide source reduction programs that reduce the generation of solid waste.

- 3.2B.1b. Encourage and facilitate private source reduction programs, services, and facilities.
- 3.2B.1c. Provide comprehensive and ongoing public education programs to encourage source reduction behavior by Sunnyvale residents and businesses.
- 3.2B.1d. Continue to monitor the effectiveness of unlimited residential refuse collection.
- Policy 3.2B.2. Maximize diversion of solid waste from disposal by use of demand management techniques, providing and promoting recycling programs, and encouraging private sector recycling.

Action Statements

- 3.2B.2a. Continue to use demand management in determining refuse collection rates and policies.
- 3.2B.2b. Provide, or facilitate the provision of, recycling collection services to residential, commercial, and industrial customers in a cost-effective way that allows achievement of the 50% diversion goal.
- 3.2B.2c. Provide comprehensive and ongoing public education and promotion programs to encourage residents and businesses to participate in recycling programs.
- 3.2B.2d. Make City facilities models of source reduction and recycling behavior by stating that all employees are expected and empowered to incorporate source reduction and recycling in their work practices.
- 3.2B.2e. Compile and analyze information regarding recycling and disposal amounts, program costs, and customer satisfaction to evaluate the City's progress toward achieving its disposal diversion goal.
- Policy 3.2B.3. Meet or exceed all federal, state, and local laws and regulations concerning solid waste diversion and implementation of recycling and source reduction programs.

Action Statements

- 3.2B.3a. Periodically update the Sunnyvale Source Reduction and Recycling Element (SRRE), and perform related tasks as required by state law.
- 3.2B.3b. Continue to implement the source reduction and recycling programs described in the SRRE.
- 3.2B.3c. Continue to monitor the City's compliance with waste diversion laws and regulations.
- Policy 3.2B.4. Increase demand for recycled materials by advocating local, state and federal legislation that will increase use of recycled content products.

Action Statement

- 3.2B.4a. Identify and support proposed laws and administrative actions that would increase the demand for and value of recycled materials in a cost effective manner.
- Goal 3.2C. Encourage residents to maintain clean neighborhoods by preventing unsightly accumulations of discarded materials and illegal dumping of municipal solid waste.
- Policy 3.2C.1. Provide periodic opportunities for residents to dispose of refuse at discounted or no charge.

Action Statements

- 3.2C.1a. Periodically provide "extended curbside collection" of bulky residential refuse.
- 3.2C.1b. Periodically provide City residents free disposal of refuse at the SMaRT Station.
- 3.2C.1c. Provide disposal services for neighborhood cleanup events.
- Goal 3.2D. Dispose of solid waste generated within the City in an environmentally sound, dependable, and cost-effective manner.
- Policy 3.2D.1. Assure that the City possesses a minimum of five years of refuse disposal capacity at all times.

Action Statements

- 3.2D.1a. Annually assess the amount of disposal capacity available with existing disposal arrangements and projected disposal amounts.
- 3.2D.1b. When available disposal capacity equals ten years or less, initiate actions to arrange for sufficient capacity to accommodate present and projected City needs.
- Policy 3.2D.2. Reduce the amount of refuse being disposed, generate recycling revenues, and minimize truck travel to the disposal site through use of the Sunnyvale Materials Recovery and Transfer (SMaRT) Station.

Action Statements

- 3.2D.2a. Achieve economies of scale in the operation of the SMaRT Station.
- 3.2D.2b. Continue to monitor SMaRT Station operations to ensure compliance with all performance standards and regulatory requirements.

- 3.2D.2c. Research developments in refuse transfer, materials recovery equipment and operations, and markets for recovered materials, and implement appropriate changes to SMaRT Station equipment and operations.

Goal 3.2E. Minimize potential future City liability for wastes generated in the City.

Policy 3.2E.1. Select disposal methods and sites for solid and hazardous wastes that incorporate technologies and practices most likely to eliminate or minimize future City liabilities.

Action Statements

3.2E.1a. Obtain and review permits, reports, and other information related to disposal facilities to verify compliance with laws, regulations, and prudent practices.

3.2E.1b. Whenever practical, select to dispose of hazardous wastes by reuse, recycling, incineration, and landfilling, in that order.

Policy 3.2E.2. Minimize impact on future rate payers of potential liability for past disposal practices.

Action Statements

3.2E.2a. Evaluate existing reserve funds and potential liabilities and adopt appropriate reserve fund policies.

3.2E.2b. Seek changes to federal law to minimize the City's potential liability for disposal of municipal solid waste.

Policy 3.2E.3. Minimize illegal and inappropriate disposal of Household Hazardous Waste (HHW).

Action Statements

3.2E.3a. Encourage use of HHW source reduction practices by providing promotion and public education.

3.2E.3b. Provide and promote convenient HHW disposal services.

Policy 3.2E.4. To meet or exceed all federal, state, and local laws and regulations concerning Household Hazardous Waste (HHW) and implementation of HHW programs.

Action Statements

3.2E.4a. Periodically update the Sunnyvale Household Hazardous Waste Element (HHWE) and perform related tasks as required by state law.

3.2E.4b. Implement the HHW programs described in the HHWE.

Goal 3.2F. Maintain sound financial strategies and practices that will enable the City to provide comprehensive solid waste management services to the community while keeping refuse rates at or below countywide averages for cities using cost of service pricing.

Policy 3.2F.1. Establish refuse collection and disposal rates in a manner that equitably allocates program costs among rate payers and promotes rate stability.

Action Statements

3.2F.1a. Periodically restructure refuse collection and disposal rates to incorporate demand management, minimize demand for services, and reflect actual costs.

3.2F.1b. Annually survey refuse rates and rate-setting methods for comparable Santa Clara County cities to determine City's relationship to countywide averages.

Policy 3.2F.2. To the greatest extent possible, anticipate changes required in refuse collection rates in response to changes in laws, regulations, and economic factors affecting the solid waste management system.

Action Statements

3.2F.2a. Prepare budgets that reflect costs for anticipated legislation and regulations, new programs, and modifications to existing programs.

3.2F.2b. Annually establish refuse collection rates that use long-range budget projections to maximize the predictability of future rates.

3.2F.2c. Identify, and work to modify, proposed laws and legislation that have potential financial impacts on the solid waste management program.

Policy 3.2F.3. Identify additional revenue sources and, where possible, increase revenues from solid waste programs, services, and facilities without jeopardizing program goals and customer service quality.

Action Statements

3.2F.3a. Seek grant funding from the State and other sources where the cost of obtaining and maintaining the grant does not negate its value.

3.2F.3b. Identify and pursue potential customers for any unused capacity of the SMaRT Station.

3.2F.3c. Review and audit revenue sources to ensure that all appropriate revenues are being received.

3.2F.3d. Evaluate revenues of existing and proposed programs as decisions are being made regarding those programs.

Goal 3.2G. Contribute to an economic development environment that is supportive of a wide variety of businesses.

Policy 3.2G.1. Provide solid waste services desired by businesses at competitive rates.

Action Statement

3.2G.1a. Conduct periodic surveys to verify that businesses receive useful services at a competitive price.

Goal 3.2H. Manage the closed Sunnyvale Landfill in a manner that protects the public health and safety and the environment, promotes enjoyable public use of the site, and assists in the achievement of other goals of the Solid Waste Sub-Element.

Policy 3.2H.1. Ensure compliance with federal, state, and local laws and regulations.

Action Statements

3.2H.1a. Continue to monitor and manage leachate, groundwater, and landfill gas.

3.2H.1b. Continue to monitor and manage the landfill cap, slopes, and surface vegetation.

3.2H.1c. Maintain post-closure maintenance financial assurance mechanism in compliance with regulations.

Policy 3.2H.2. Extract available resources from the refuse buried at the landfill.

Action Statements

3.2H.2a. Provide landfill gas of a quality and at a flow rate suitable for energy recovery.

3.2H.2b. Continue to monitor new technologies for further opportunities to extract buried resources.

Policy 3.2H.3. Provide for safe, enjoyable recreational access to portions of the landfill.

Action Statements

3.2H.3a. Maintain environmental control systems to provide for safe public access to open space portions of the site.

3.2H.3b. Maintain a vegetative screen along Caribbean Drive and Borregas Ave. to enhance the aesthetics of the landfill, as viewed from the adjacent industrial area.

3.2H.3c. Provide information to visitors regarding the site's history and relationship to other nearby City-operated environmental management facilities.

- Policy 3.2H.4. Provide for facilities and activities on portions of the landfill that support achievement of the City's solid and household hazardous waste goals and policies.

Action Statements

- 3.2H.4a. Continue to provide for concrete and asphalt recycling.
- 3.2H.4b. Consider long-term use of the Carl Road Recycling Center as a household hazardous waste facility.
- 3.2H.4c. Provide a disposal area for dried sewage sludge from the Water Pollution Control Plant.
- 3.2H.4d. Evaluate the benefits to the solid waste program of other waste diversion facilities and activities proposed to be located on the landfill.

- Policy 3.2H.5. Generate revenues from post-closure uses of the landfill.

Action Statements

- 3.2H.5a. Periodically evaluate the possibility of increasing revenues generated by existing facilities located on the landfill.
- 3.2H.5b. Evaluate the suitability and revenue potential of proposed revenue-generating uses of the landfill.

Sanitary Sewer System Sub-Element

Introduction

The City experienced a very rapid population growth between 1950 and the early 1970's; housing developments predominated in the early years with industrial construction becoming more important towards the end of this period. The latter part of the 1970's saw the construction of a very substantial number of large industrial complexes. The City, as a consequence, had to provide transportation and treatment for ever-increasing quantities of sewage and industrial wastes.

The City's sanitary sewer system is in good condition. Most of the sewers are made of vitrified clay pipe and they should be capable of serving the City for some 50 to 70 years or more in the future, barring major earthquakes or severe ground displacement. The sewer transportation system will be able to carry flows generated when buildout of the City has occurred.

The master plan for the Water Pollution Control Plant, as developed in 1954, envisioned an ultimate plant with the capacity to treat 30 MGD on the average and to meet peak loads entering the plant of 45 MGD. Starting out with a capacity of 7.5 MGD of primary treatment capacity in 1956, the plant was to be increased in size in units of 7.5 MGD. The City has already enlarged the plant to 15 MGD and then to 22.5 MGD. Additional expansion to 29.5 MGD has been designed, financed and is currently under construction with completion scheduled for July 1983. Even with expansion to 29.5 MGD, flow restriction may be necessary.

At the same time that the City was enlarging the capacity of its Water Pollution Control Plant it was also increasing the level of treatment provided. The plant started out as a primary treatment plant, went to secondary, and then in 1978, it was provided with tertiary treatment facilities. Sunnyvale's plant must provide a higher degree of treatment and meet more stringent standards than for most other treatment plants in California and throughout the country due to its location. There is little dilution in South San Francisco Bay since it is very shallow and the restriction in the vicinity of Dumbarton Bridge greatly limits the circulation of flow throughout South San Francisco Bay. It was, therefore, logical that the Regional Water Quality Control Board should impose higher treatment requirements upon the plants that discharge directly to the sloughs entering South San Francisco Bay.

The Bay Basin Plan and the National Pollutant Discharge Elimination System (NPDES) permits issued by the Regional Water Quality Control Board require that the tertiary treated effluents from the three water pollution control plants discharging to the South Bay (Palo Alto, Sunnyvale, and San Jose/Santa Clara) be transported to a point of deep water discharge north of Dumbarton Bridge. The cities are concerned that transporting the highly treated effluent is not necessary to insure the beneficial uses of the bay and might even be detrimental since the brackish water ecology now existing in the sloughs would become saltwater systems. The Cities of Palo Alto, Sunnyvale, San Jose, and Santa Clara formed the South Bay Dischargers Authority (SBDA) in order to study the necessity of the \$120 million "super sewer." Over \$1.5 million in reports and data collection has been spent to date on the subject. Most of the money has come from state and federal grants. The EPA now agrees transportation of effluent may not be necessary. It is anticipated that this issue will be resolved in approximately 1987 when results of the five year monitoring program are complete.

Major Facts and Findings

The following major findings are derived from the information presented within the Sewer Sub-Element. These findings form the basis of the goals and policies which are presented on the following pages.

Generation

1. The daily quantities of sewage and industrial wastes generated in the City cannot be permitted to exceed the safe capacity of the Water Pollution Control Plant.
2. The Water Pollution Control Plant is capable of treating only compatible liquid wastes. The City has to take all precautions to insure that the sewage and/or the industrial wastes generated do not contain any pollutants that cannot be removed or controlled by the Water Pollution Control Plant's treatment process.
3. The City may have to place limits on the generation of industrial wastes, in order not to exceed the Water Pollution Control Plant treatment capacity of 29.5 MGD.

Transportation

1. The sewer transportation system has the capacity to transport all the sewage and industrial wastes generated in Sunnyvale when the City is completely developed.
2. The entire capacity of the sewer system will be required in order to collect and transport the sewage and industrial wastes generated by a fully developed Sunnyvale from point of origin to the Water Pollution Control Plant. No substantial loss in capacity can be tolerated from:
 - a. Poor maintenance of the transportation system;
 - b. Infiltration of groundwater into the sewers;
 - c. Inflow of stormwaters; and
 - d. Obsolescence or poor maintenance of pumping stations.
3. Under very specific conditions certain industrial process water may be discharged directly to the storm drains or flood control channels.
4. Accurate maps and records are required for effective operation and maintenance of the sewer system and the Water Pollution Control Plant.

Disposal

1. The City places a high priority on protecting San Francisco Bay waters and its environment. The federal and state regulatory agencies' mandated effluent and

receiving water standards have to be met in order to provide this clean environment and ensure that the people can enjoy the approved beneficial uses of the bay.

2. To produce on a continuous basis an effluent that meets regulatory agencies standards, the Water Pollution Control Plant must be well maintained and equipment replacement schedules adhered to.
3. The City of Sunnyvale and the other members of the South Bay Dischargers have serious concerns regarding the transportation of tertiary treated effluent from the three water pollution control plants to a point of deep water discharge north of Dumbarton Bridge. They want to continue to have the effluent discharged to the sloughs and/or South San Francisco Bay. This is based on the following:
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 - a. The desirability of a brackish water ecology in the sloughs;
 - b. The beneficial uses of the bay can be achieved without transporting the three effluents to a point of deep water discharge; and
 - c. The prohibitive costs of such a deep water discharge.
4. The price of energy is now so high, and it is apparent that it will increase even more in the future, that it is advantageous to the City to utilize all feasible, economical alternative energy sources to operate the Water Pollution Control Plant. Treatment by-products, such as methane, are some of the most economical sources of alternative energy.

Assumptions

The goals, policies and action statements included in the Sewer Sub-Element are based on the following assumptions:

1. The quality of water in South San Francisco Bay has to meet State Water Quality Control Board standards for certain approved beneficial uses such as recreation, fish migration, habitat for water fowl, and aesthetic enjoyment.
2. The citizens of Sunnyvale want a clean city and a healthy environment.
3. The quality of the tertiary treated effluent discharged from the City's Water Pollution Control Plant and process water discharged to storm drains must meet the standards established by the regulatory agencies at all times.
4. The sewerage system should be designed, constructed, enlarged and maintained so that it can safely transport all the sewage and industrial wastes generated within the City from point of origin to the Water Pollution Control Plant.
5. The Water Pollution Control Plant should be designed, constructed and maintained and the quantity of industrial wastes should be controlled so that the plant does not have to be expanded to a capacity in excess of 29.5 MGD.

6. All sewers and the Water Pollution Control Plant must be properly maintained and not be permitted to become obsolete in order to meet regulatory standards.
7. The quality of tertiary effluent discharge by the Water Pollution Control Plants of Sunnyvale, San Jose/Santa Clara, and Palo Alto will insure that the beneficial uses of South San Francisco Bay can be achieved without transporting the effluents from the three plants to a point of deep water discharge north of Dumbarton Bridge.
8. Energy conservation and minimizing use of chemicals is one of the basic criteria for design, construction, enlargement and operation of the sewerage facilities and the Water Pollution Control Plant.
9. The sewer system should be maintained on a fee support basis both for Operations/Maintenance and for capital improvements and replacement.

Goals and Policies

Generation

Goal 3.3A. Insure that the quantity and quality of wastes generated does not exceed the capabilities of the transportation and disposal facilities.

Policy 3.3A.1. City shall provide for limitations on flow generated by new industries and enlargements of existing industries so that the total flow to the Water Pollution Control Plant will not exceed the safe operating capacity of the plant but under no circumstances is it to exceed 29.5 MGD.

Action Statements

3.3A.1a. Monitor the generation of industrial wastes by new industries and enlargements of existing industries to insure that the safe treatment capacity is not exceeded at any time.

3.3A.1b. Enact a sewage discharge moratorium if the average flow to the Water Pollution Control Plant reaches 96% (4% safety factor) of design flow.

3.3A.1c. Maintain a fair and equitable allocation system of Water Pollution Control Plant treatment capacity to land use category.

Policy 3.3A.2. Insure that wastes discharged to the transportation system can be treated by existing treatment processes of the Water Pollution Control Plant.

Action Statements

3.3A.2a. Provide adequate pretreatment monitoring to insure that the discharge standards are met by the dischargers.

- 3.3A.2b. Develop and implement an information system to inform sewer users of prohibited discharges, pretreatment methods, and reporting requirements.

Transportation

Goal 3.3B. Continue to operate and maintain the sanitary sewer system so that all sewage and industrial wastes generated within the City are collected and transported under safe and sanitary conditions to the Water Pollution Control Plant.

Policy 3.3B.1. Inspect critical points in the sewerage system annually to insure that the proper level of maintenance is being provided and that the flow in sewers does not exceed design capacity.

Action Statements

3.3B.1a. Jet flush the sewer system on a regular basis.

3.3B.1b. Monitor locations where the capacity is critical in the sewerage system.

3.3B.1c. Continue the program of minimizing the illegal storm connections on private property to the City sanitary system.

3.3B.1d. Continue the program of locating and correcting points of infiltration in the sewers.

3.3B.1e. Continue to provide on adequate level of maintenance for the sewerage system.

3.3B.1f. Develop and maintain accurate, up-to-date maps and records of the sewerage system.

3.3B.1g. Explore alternate uses for existing cannery line.

3.3B.1h. Ensure that City's 10-year Capital Plan provides for necessary Capital Improvements and Replacements.

Policy 3.3B.2. Permit the direct discharge of process water to the Santa Clara Valley Water District's flood control channels or the City's storm drains pursuant to the requirements of the City's approved policy.

Action Statement

3.3B.2a. Process water may be discharged directly to a flood control channel, or to a private pipeline that in turn discharges to a flood control channel, without a City permit, providing discharger has a current National Pollutant Discharge Elimination System (NPDES) permit from the Regional Water Quality Control Board and authorization from the Santa Clara Valley Water District.

Disposal

Goal 3.3C. Continue to operate and maintain the Water Pollution Control Plant so that all sewage and industrial wastes generated within the City receive sufficient treatment to meet the effluent discharge and receiving water standards of the regulatory agencies.

Policy 3.3C.1. Monitor Water Pollution Control Plant's operations and maintenance for its ability to meet regulatory standards.

Action Statement

3.3C.1a. Continue to provide the water pollution control facilities, personnel, materials and utilities so that the sewage and industrial wastes generated within the City can be treated to the extent needed to meet the regulatory agencies' standards.

Policy 3.3C.2. Coordinate procedures with Energy Sub-Element for optimizing an alternative energy program for the Water Pollution Control Plant so that minimum use and reliance are placed on outside energy sources.

Action Statement

3.3C.2a. Implement the procedures deemed feasible of an alternative energy program for the Water Pollution Control Plant.

Policy 3.3C.3. Monitor South Bay water quality testing programs to determine if relocation of treated effluent discharge is necessary.

Action Statement

3.3C.3a. Work with the other members of the South Bay dischargers (San Jose/Santa Clara and Palo Alto) to prove to the State Water Resources Control Board and the Regional Water Quality Control Board that the tertiary treated effluent from the three water pollution control plants now being discharged to South San Francisco Bay does not have to be transported to a point of deep water discharge north of Dumbarton Bridge in order to achieve the beneficial uses of the Bay.

3.3C.3b. Continue to work with the neighboring cities, state and federal agencies, the county, etc. to solve mutual water quality problems.

Policy 3.3C.4. Study all feasible opportunities of waste-water reuse.

Action Statements

3.3C.4a. Consider the development of a water reuse program.

- 3.3C.4b. Study to determine whether a workable program for salt content control can be developed.
- 3.3C.4c. Study effects of water re-use and its relationship on discharge to San Francisco Bay.
- 3.3C.4d. Study feasibility of reclaimed water for restoration and/or enhancement of marshlands.

Funding

- Goal 3.3D. Maintain financially stable Sewer Fund through a User Based Fee System.
- Policy 3.3D.1. Assess connection fees to new system users for costs of excess system capacity constructed for their eventual use.
- Policy 3.3D.2. Assess user fees based on quantity and quality of waste generated.
- Policy 3.3D.3. Establish appropriate reserves to ensure stable rates and Capital Improvement and Replacement needs.
- Policy 3.3D.4. ANNUALLY review rate structure.
- Policy 3.3D.5. ANNUALLY review 10-year plan for Capital Improvement and Replacement needs.
- Policy 3.3D.6. Continue to make landowners responsible for maintenance of sewer laterals, except that the City will make repairs to laterals between property line and sewer mains caused by broken pipe and street tree roots.

Surface Runoff Sub-Element

Introduction

Storm drain systems have historically been designed to prevent or control property damage due to flooding. Recent laws and regulations require that municipalities, such as the City of Sunnyvale, minimize the discharge of pollutants to storm drain systems they own and operate to the maximum extent practicable and effectively prohibit the discharge of non-storm water to municipal storm drains. Thus, municipalities are now required to control the quantity and quality of surface runoff. As a member of the Santa Clara Valley Non-Point Source (SCV NPS) Control Program, the City of Sunnyvale works jointly with all municipalities in Santa Clara Valley and the Santa Clara Valley Water District (SCVWD) to control the discharge of pollutants in surface runoff.

Purpose

The Surface Runoff Sub-Element establishes integrated goals, policies and actions designed to minimize the discharge of pollutants to creeks and South San Francisco Bay to the maximum extent practicable. In addition this Sub-Element describes a strategy to prevent flooding due to storm flows and addresses possible rise in sea levels due to global warming. Information, guidance and a policy framework are provided for achieving these goals.

Major Facts and Findings

The following major findings are derived from information presented within the Surface Runoff Sub-Element. These findings form the basis of the goals and policies which follow.

Fundamentals of Hydrology and Surface Runoff Control

1. Average annual rainfall in the City ranges from 12-16 inches a year. Rainfall primarily occurs between October and April.
2. Increased imperviousness associated with urban development results in increased runoff volume and peak rate during storms, reduced infiltration, and greater runoff velocity.
3. The City's storm drainage system was installed to collect and transport surface runoff to prevent flooding.
4. Some activities in urban areas release pollutants which may ultimately discharge to watercourses.
5. Best management practices (BMPs) are implemented to help offset the impacts of urbanization on the quality of surface runoff.

Collection, Transportation and Discharge of Surface Runoff

1. The Master Plan for the storm water drainage system (1958, revised 1967) developed an economical drainage system which protects property and the safety of residents.
2. All storm drain inlets are inspected and most are cleaned prior to the start of the rainy season. Approximately one-tenth of the inlets require cleaning during the rainy season due to flooding complaints.
3. The San Francisco Bay Regional Water Quality Control Board (Regional Board) Basin Plan requires that the discharge of storm water to the subsurface through shallow drainage wells be regulated to protect the beneficial uses of groundwater.
4. Regional Board amended the City's areawide municipal storm water NPDES permit (Order No. 92-021) in February 1992 to require an infiltration policy which would provide technical guidance on appropriate sites and design of infiltration-based control measures.

Ground Subsidence and Rise in Sea Level

1. Ground subsidence totaled approximately 6-8 feet throughout the City during the period from 1934 to 1967; and has been substantially reduced due to the availability of imported surface water and decreased groundwater pumping.
2. Although groundwater levels have recovered, due to drought conditions since the late 1980's, the Santa Clara Valley Water District has resumed ground subsidence monitoring.
3. Rates of sea level rise have doubled in the last 20 years possibly due to the greenhouse effect (emission of gases which increase the earth's air temperature). If this rate continues, the sea level will rise 4.32 inches in the next 50 years.
4. Future sea level rises should be considered when designing structures along shorelines.

Erosion and Sedimentation Control

1. The City is mostly flat and approximately 97% built out.
2. If there is potential during construction for erosion and sedimentation, the Department of Public Works advises construction site engineers to incorporate guidelines from the Association of Bay Area Government's (ABAG) Manual of Standards for Erosion & Sediment Control Measures into project plans. BMPs developed by the SCV NPS Control Program will also be required as part of the plans and daily construction activities.

3. The City of Sunnyvale has incorporated into its Municipal Code the Uniform Building Code including Chapter 70 which describes measures to regulate grading, filling, and excavation.
4. The City of Sunnyvale complies with requirements for erosion and sedimentation control outlined in the EPA's November 1990 storm water regulations.

Pollution from Non-Point Sources

1. Since monitoring of surface runoff samples was initiated in 1988, total copper, lead, and zinc concentrations in the City of Sunnyvale exceeded water quality objectives for the protection of freshwater aquatic life in more than half of the samples.
2. The City is implementing pollution prevention controls which focus on industrial activities, illegal dumping incidents and illicit connections, pollutants from automobiles, public awareness, and new development and construction areas.

Funding

A funding source or fee system may need to be established to provide resources to support pollution prevention activities. This may be done with the Sanitary Sewer Revenue structure because many of the required activities are being implemented by the Water Pollution Control Plant (WPCP) personnel. Currently the City spends approximately \$250,000 annually to control discharges of pollutants into the municipal storm drain system.

Goals and Policies

Protect Beneficial Uses of Creeks and South San Francisco Bay

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| Goal 3.4A. | Assure the reasonable protection of beneficial uses of creeks and South San Francisco Bay, established in the Regional Board's Basin Plan, and protect environmentally sensitive areas. |
| Policy 3.4A.1. | Continue to support the identification and development of BMPs suitable for use in the City through participation in the SCV NPS Control Program, American Public Works Association's Stormwater Quality Task Force, the Bay Area Stormwater Management Agencies Association, and similar organizations. |
| Policy 3.4A.2 | Comply with regulatory requirements and participate in processes which may result in modifications to regulatory requirements. |

Action Statements

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| 3.4A.2a. | Conduct internal audits in order to continue to improve environmental programs. |
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- 3.4A.2b. Implement appropriate pollution prevention activities for targeted pollutants to comply with regulatory requirements.
- 3.4A.2c. Review proposed changes in regulatory requirements and comment as appropriate.
- 3.4A.2d. When evaluating pollutant control measures, consider all potential impacts including effects on the storm drain system, sanitary sewer system, and groundwater.

Policy 3.4A.3. Ensure that BMPs are implemented to reduce the discharge of pollutants in storm water to the maximum extent practicable.

Action Statements

- 3.4A.3a. Inspect industrial and commercial businesses for potential discharges to storm drains as part of industrial pretreatment inspections for the WPCP.
- 3.4A.3b. Modify Industrial Pretreatment permits to also require BMPs to control the discharge of pollutants to city-owned storm drains.
- 3.4A.3c. Use the City newsletter and utility billings to disseminate information regarding the proper disposal of waste and to encourage the public to participate in reducing pollutants in storm water runoff.
- 3.4A.3d. Continue outreach programs to industrial and commercial businesses to educate them on proper disposal of waste to the sanitary sewer and storm drains.
- 3.4A.3e. Label approximately 1060 municipal storm drainage inlets a year until all inlets are labelled and maintain labels as necessary to educate the public on the fate of material discharged to storm drains.
- 3.4A.3f. Encourage private property owners to label storm drain inlets.
- 3.4A.3g. Conduct surveys during public events to track public awareness of the SCV NPS Control Program.
- 3.4A.3h. Obtain copies and use the Statewide Best Management Practices Manual (to be available around the beginning of 1993 as guidance).
- 3.4A.3i. Modify new development and re-development permitting procedures to require developers and contractors to implement BMPs before, during, and after construction to minimize pollutants discharged in storm water runoff. The report titled "Storm Water Quality Controls for New Developments in Santa Clara Valley and Alameda County: A Guide for Controlling Post-Development Runoff" will be used as guidance to achieve post-development controls.

- 3.4A.3j. Continue to participate with the SCV NPS Control Program to hold workshops to notify developers, consulting firms, and contractors of the General Construction Activity Storm Water Permit; to notify industries of industrial NPDES storm water permit requirements and everyone about the requirements of the City's area-wide municipal storm water NPDES permit.
- 3.4A.3k. Continue to develop and maintain accurate maps of the storm drain system owned and operated by the City.
- 3.4A.3l. Track existing municipal government activities which remove pollutants prior to discharge to storm drains such as the number of storm drain inlets cleaned, curb miles swept, and amounts of material removed.
- 3.4A.3m. In addition to sweeping streets for aesthetic purposes, sweep to prevent pollutants from entering storm drain inlets. Similarly, in addition to cleaning storm drain inlets to prevent flooding, clean inlets to remove pollutants from the storm drain system. The "BMPs for Street Cleaning and Storm Drainage Facilities" developed by the Alameda County Urban Runoff Clean Water Program may be used as guidance.
- 3.4A.3n. Track creek and South San Francisco Bay water quality data collected by the SCV NPS Control Program, WPCP and other environmental monitoring programs, for changes resulting from the implementation of BMPs.
- 3.4A.3o. Continue to detain storm water runoff in the Pump Station No. 2 basin to settle sediment and associated pollutants prior to discharge to receiving waters.
- 3.4A.3p. Monitor influent and effluent from the basin to determine percent removal of pollutants in order to evaluate the effectiveness of the detention basin in removing pollutants.
- 3.4A.3q. Test pollutants in the basins, and develop and implement a maintenance plan to assure that sediment is periodically removed and properly disposed.
- Policy 3.4A.4. Effectively prohibit illicit discharges and improper disposal into the storm drain system.

Action Statements

- 3.4A.4a. Encourage all residents, industrial and commercial facilities, and public agencies to report spills and illegal dumping incidents to the WPCP in order to initiate an immediate response and log spills.
- 3.4A.4b. Perform tests and inspections to discover unauthorized discharges into storm drains.

- 3.4A.4c. Track reports of spill incidents received at the WPCP.
- 3.4A.4d. Locate and eliminate illicit connections.
- 3.4A.4e. Consider possible improvements to ordinances to more clearly spell out the requirements for implementing BMPs and for providing the authority to request monitoring or technical reports that might be necessary from dischargers to the City's storm drainage system.

Policy 3.4A.5. Prevent accelerated soil erosion.

Action Statements

- 3.4A.5a. Require developers and contractors to implement Association of Bay Area Governments (ABAG) soil erosion control measures.
- 3.4A.5b. Encourage property owners to maintain vegetative cover.

Maintain Storm Drain System

Goal 3.4B Maintain storm drain system to prevent flooding.

Policy 3.4B.1 Maintain and operate the storm drain system so that storm waters are drained from 95% of the streets within one hour after a storm stops.

Action Statements

- 3.4B.1a. Inspect and clean as necessary all storm drainage inlets at least once a year prior to the rainy season.
- 3.4B.1b. Clean drop inlets in response to flood complaints.
- 3.4B.1c. When cleaning storm drain inlets and lines, maximize removal of material at the nearest access point to minimize discharges to watercourses.
- 3.4B.1d. Inspect storm water pump stations weekly and maintain as needed.
- 3.4B.1e. Assure proper disposal of all material cleaned from storm drain inlets and lines.

Policy 3.4B.2. Respond to storm drain emergencies.

Action Statements

- 3.4B.2a. Respond to all emergency calls within 20 minutes during storms and within 45 minutes during other periods.
- 3.4B.2b. Inspect and eliminate unauthorized discharges into the storm drain system.

Recognize Flood Hazard

Goal 3.4C. Ensure that flood hazards are recognized.

Policy 3.4C.1 Operate and maintain the storm drainage system at a level to minimize damages and ensure public safety.

Action Statements

3.4C.1a. Update maps of the storm drain system after new developments and/or redevelopments and storm drainage additions.

3.4C.1b. Maintain records of incidents of local flooding and budget for system improvements.

Policy 3.4C.2 Prevent flooding to protect life and property.

Action Statements (primarily from the Seismic Safety & Safety Sub-Element)

3.4C.2a. Encourage the SCVWD to periodically reevaluate the capacity of creeks and channels.

3.4C.2b. Encourage the SCVWD to maintain creeks and channels to remove flow-inhibiting vegetation, debris and silt.

3.4C.2c. Encourage the SCVWD to maintain dikes and levees at least 3 feet above the 1% flood level and to inspect and repair damage caused by burrowing animals.

3.4C.2d. Continue to maintain the flood plain management practices outlined by the Federal Emergency Management Agency (FEMA) and the Army Corps of Engineers.

3.4C.2e. Continue participation in the National Flood Insurance Program.

Policy 3.4C.3 Monitor and plan for hydraulic changes due to global warming, earthquakes and/or subsidence.

Action Statements

3.4C.3a. Track sea level elevations at tide gauge locations maintained by the US Coast Guard, National Oceanic and Atmospheric Administration, and the San Francisco Bay Conservation and Development Commission to monitor changes in sea level.

3.4C.3b. Monitor compaction, water level, and land surface elevation data compiled by the SCVWD for possible land subsidence.

- 3.4C.3c. Encourage the SCVWD to consider installing tide gates in channels and creeks to prevent flooding during high tides.
- 3.4C.3d. Budget for and construct additional storm drainage detention and pumping facilities as needed to assure continued ability to discharge surface runoff into the various SCVWD facilities and San Francisco Bay.
- 3.4C.3e. When designing structures along shorelines, consider future sea level changes.
- 3.4C.3f. Ensure that private developers adequately plan and construct buildings to protect property in low lying areas.
- 3.4C.3g. Review FEMA maps when they are updated every 3-5 years, and incorporate information on flood prone areas into future land use plans.

Minimize Pollutants and Runoff from New Developments

Goal 3.4D. Minimize the quantity of runoff and discharge of pollutants to the maximum extent practicable by integrating surface runoff controls into new development and redevelopment land use decisions.

Policy 3.4D.1 Consider the impacts on the water quality of surface runoff as part of land use and development decisions and implement BMPs to minimize the total volume and rate of runoff.

Action Statements

- 3.4D.1a. Study and determine the appropriateness of a particular parcel of land to support selected BMPs for removing pollutants prior to discharge.
- 3.4D.1b. Assure that all applicable development projects (those disturbing 5 acres or greater of land) obtain coverage under the State Water Board's general construction activity storm water NPDES permit or under a similar Regional Board permit if one is adopted in the future.
- 3.4D.1c. Assure that a reference list of BMPs and copies of appropriate BMP manuals and/or guidelines are available at City libraries and City offices.

Policy 3.4D.2 Consider the ability of a land parcel to detain excess storm water runoff in flood prone areas and require incorporation of appropriate controls.

Action Statement

- 3.4D.2a. Land use decisions should also consider the ability of a parcel to detain excess storm water in areas prone to flooding through use of oversized collection systems and detention facilities.

Funding

Goal 3.4E. Consider alternative methods of generating revenue to support the surface runoff quality improvement activities.

Policy 3.4E.1. Develop a revenue program that will ensure funding to: 1) implement BMPs; 2) conduct public information and participation outreach activities; 3) inspect and eliminate illicit discharges, and inspect industrial and commercial facilities; 4) meet storm drain operational and maintenance needs to improve surface runoff quality; 5) monitor storm water quality; 6) participate in general SCV NPS Control Program activities; and 7) provide appropriate reserves.

Action Statements

- 3.4E.1a. Evaluate the ability of the existing sanitary sewerage revenue program to provide adequate support for the City to comply with activities mandated by the areawide municipal storm water NPDES permit and with the other surface runoff control activities included in the SCV NPS Control Program.
- 3.4E.1b. Review the rate structure annually and consider appropriate changes.

Energy Sub-Element

Introduction

The main development years in Sunnyvale were at the time when energy resources were thought to be plentiful. For the most part, energy conservation was ignored in decisions related to land use, transportation, environmental management, and governmental operations. The City of Sunnyvale is not unlike most other communities in this regard.

The world energy crisis is severely affecting the lives of our residents. About 1/3 of the world energy resources are used by the United States whose population is about 1/20 of the world population. The severity of the world's energy situation makes it imperative that this trend changes. Effective energy management policies can significantly reverse this trend.

Energy management is being addressed at all levels of government. The approaches used at the various levels of government vary from an emphasis on increasing the production of non-renewable and renewable fuels by the Federal Government to a focus on conservation and solar energy use by the State of California. Local governments are in a position to create a substantial impact in energy conservation and management due to their control in the areas of land use, transportation, building design and environmental management.

Major Facts and Findings

The major findings of this sub-element are summarized here. More specific information is included within the sub-element.

Energy Economics

Energy as a commodity follows the classical rules of supply and demand. As the supply of energy resources decreases and the demand rises or remains constant, the price of energy increases. It is predicted that by 1985 residents will spend approximately 10% of their net income on energy. In 1980 dollars, the cost of electric energy will increase by about 50%, by the year 2000. The cost of natural gas will increase by over 220% and the cost of gasoline will increase by about 96%. The increases do not include an annual rate of inflation.

Transportation

The predominant means of transportation is the single-occupant automobile. Weekday travel on Sunnyvale roadways is 1.86 million miles, consuming approximately 115,000 gallons of fuel. Using the projected price of gasoline, this will amount to \$45 million annually in 1980 dollars by the year 1985.

Eight thousand two hundred daily bus trips are made to and from Sunnyvale. Half of these trips are by residents. Proposed new bus routes in Sunnyvale will decrease the percent of residents not served by bus from a current 61% to 30% by 1981. Efforts are being made to increase alternative modes of transportation. At Lockheed 1,930 employees ride-share or use company sponsored buses. Additionally, 205 residents are registered with Bay Area RIDES and 879 persons registered at Bay Area RIDES have Sunnyvale destinations.

Energy Uses in the City

Consumption of electricity by the residential, commercial, and industrial sector has risen steadily for the past five years. Per capita residential electric consumption rose 11% between 1975 and 1979. Total industrial electric consumption rose 67% between 1975 and 1979. This growth reflects a 31% increase in per job consumption.

Natural gas consumption shows a steady decline over the 1975-1979 period. The only exception to this is the commercial sector. Residential natural gas consumption decreased 14% in the same period (see Figures 5 and 6 in the sub-element). Proper insulation, weatherstripping, and lower thermostat settings can save significant amounts of heating energy. An estimated 45% of the homes in Sunnyvale are not properly insulated and 82% are not weatherstripped adequately. More than half of the homes have nighttime thermostat settings higher than recommended by the Energy Commission.

The natural properties of the sun can provide for building heating and cooling. This was a factor not taken into consideration during the main development years; thus, few buildings are designed to take advantage of this. Proposed developments are required to meet State performance standards for passive and active solar applications. Solar retrofitting existing buildings can also produce significant savings both in terms of energy and money.

Building retrofits, other than solar can also produce significant energy savings. Some of the larger employers have undertaken significant building retrofits. It is estimated that 40 to 50% of electric use in industrial buildings is for heating and cooling and lighting. Savings of up to 40% in electricity have been realized from building retrofit involving the lighting and heating systems.

Environmental Management

Large quantities of energy are consumed in delivering water and treating it after it is used. In Sunnyvale an average of 23.7 million gallons of water are used daily and 17.1 million gallons are treated at the waste water treatment plant. It is estimated that 11 BTU are used to treat one gallon of water.

The Water Pollution Control Plant is designed to produce methane through anaerobic digestion of sludge. During the summer season 180 MBTU/day are produced and during the winter season 90 MBTU/day are produced. Of this, only 20% is used to operate the plant. Because of lack of storage capabilities, 80% of the gas is flared off. The City is planning to install storage of methane in the near future. In addition to the gas produced, the City purchases 17,670 therms (1,767,000,000 BTU) of natural gas and 1,165,000 KWH during the canning season and 19,030 therms (1,903,000,000 BTU) and 785,700 KWH during the non-canning season.

Solid waste collection and disposal is also energy intensive. In 1980 323,300 gallons of propane were used for garbage collection and 35,000 gallons of diesel were used at the sanitary land-fill. The garbage collection figure will increase significantly after the current land-fill is full and a new location is identified.

Studies are being conducted on the feasibility of a garbage-to-energy facility. Current economic conditions do not produce a favorable cost/benefit ratio for such a facility. However, limited garbage-to-energy applications are currently operating at Lockheed Missile and Space company where 7.7 million KW per year are produced from burning of paper products. Potentially, this kind of facility can be developed to serve other areas in Sunnyvale.

Recycling is also present in Sunnyvale. There is extensive recycling of paper and cardboard products in the industrial sector. However, 200 tons of paper and paper products are discarded into the City's waste stream each day. The residential sector is recycling 1,137 tons of products each year and there is a potential 8,750 tons that could be recycled. The City is considering a City-wide residential recycling program.

Through a variety of conservation measures, the City's energy expenditures have been significantly lower than the consumer price index increase for energy related items. Approximately 6% of the City's operating budget is for energy related goods such as gas and electricity and automotive fuel.

The waste water treatment plant is the single highest energy user for the City, in spite of producing 20% of its energy requirements. Other high users include provision of potable water, street lights, automotive fuel, and building heating, cooling, and lighting.

Significant steps have been taken by the City to reduce energy costs. Savings of 52% of natural gas use and 20% electricity use have been realized at the Civic Center. The conversion of street lights to high pressure sodium is saving the City about 1/2 the cost of street lighting prior to the conversion. The City's long term goals include continuing to identify energy savings possibilities and increasing the City's production of energy to minimize reliance on outside energy sources.

Assumptions

The goals, policies, and action statements within the Energy Sub-Element are based on certain assumptions, as follows:

1. The citizens of Sunnyvale desire to conserve energy without significantly changing their standard of living.
2. There is a limited supply of energy.
3. The cost of energy will increase in response to the limited supply and ongoing demand.
4. No major new sources of "cheap" energy will be found in the immediate future.
5. A steady supply of energy is crucial to the economic well being of Sunnyvale.
6. Government should take a role in assuring a steady supply of energy to the community.

7. Energy availability is a world-wide concern requiring cooperation beyond Sunnyvale's borders.
8. In order to cope with the limited supply of energy, there must be cooperative efforts between government, the citizenry and the private sector.
9. The policies and programs of this sub-element cannot solve the energy situation, but can provide relief to its impact on our community.

Goals and Policies

Transportation

Goal 3.5A. Provide for safe and efficient vehicular movement on streets.

Policy 3.5A.1. Maintain traffic control devices in good operating condition.

Action Statements

3.5A.1a. Respond quickly to signal breakdowns and sign damages and losses.

3.5A.1b. Conduct regular maintenance of the signal system.

Policy 3.5A.2. Optimize traffic signal system performance.

Action Statements

3.5A.2a. Interconnect groups of signals.

3.5A.2b. Monitor traffic control performance.

3.5A.2c. Make appropriate hardware improvements.

3.5A.2d. Make appropriate software improvements

Policy 3.5A.3. Work closely with other jurisdictions responsible for roadways within Sunnyvale to improve traffic flow.

Action Statements

3.5A.3a. Propose improvements to facilities controlled by other agencies.

3.5A.3b. Review and comment on all proposed changes.

3.5A.3c. Investigate the feasibility of acquiring County and State streets.

Goal 3.5B. Promote convenient and efficient alternatives to the automobile.

- Policy 3.5B.1. Support a transit service that provides a convenient and inexpensive alternative to the auto for both Sunnyvale residents and residents of other communities traveling to Sunnyvale.

Action Statements

- 3.5B.1a. Encourage Santa Clara County, CALTRANS, and the Southern Pacific Railroad to provide a high level of transit service to Sunnyvale.
- 3.5B.1b. Propose improvements to transit routes serving Sunnyvale.
- 3.5B.1c. Review and comment on all proposed changes to transit service in Sunnyvale.
- 3.5B.1d. Designate the Southern Pacific Railroad right-of-way as a transportation corridor.

- Policy 3.5B.2. Create and maintain a safe and effective system of roadways and bikeways suitable for bicycle use.

Action Statements

- 3.5B.2a. Design a program to maintain the roadways in a manner suitable for safe cycling.
- 3.5B.2b. Consider cycling needs in all future roadway projects.
- 3.5B.2c. Make existing bicycle facilities and roadways conform to the latest bicycle facility criteria.
- 3.5B.2d. Encourage the designation of a network of traffic arterials which includes separated bike facilities where feasible.

- Policy 3.5B.3. Assure the provision of adequate bicycle support facilities at all major bicycle usage locations.

Action Statements

- 3.5B.3a. Encourage the provision of appropriate bicycle support facilities whenever a property develops or redevelops.
- 3.5B.3b. Examine feasible options for retrofitting existing developments with bicycle support facilities.
- 3.5B.3c. Develop standards for the provision of bicycle support facilities which can be incorporated into the City's zoning code.
- 3.5B.3d. Install bicycle support facilities at the City Hall, Library, Corporation Yard and other appropriate facilities.

Policy 3.5B.4 Provide a pleasant and safe environment for pedestrian movement.

Action Statements

- 3.5B.4a. Study the appropriateness of the present master plan for sidewalks within the City.
- 3.5B.4b. Widen sidewalks when necessary to adequately accommodate peak pedestrian traffic.
- 3.5B.4c. Separate pedestrian and vehicular traffic where feasible.
- 3.5B.4d. Provide signalized pedestrian crossing phases and displays where otherwise hazardous.
- 3.5B.4e. Continue the City's "Safe Way to School Program."

Policy 3.5B.5. Provide facilities that encourage integrated usage of different modes of transportation.

Action Statements

- 3.5B.5a. Cooperate with CALTRANS and Santa Clara County to study the feasibility of a downtown transportation center.
- 3.5B.5b. Work with CALTRANS and Santa Clara County to provide park and ride lots and ride lots and bicycle locking facilities at the Southern Pacific Railroad stations and express bus stops.
- 3.5B.5c. Encourage Santa Clara County transit and the Southern Pacific Railroad to coordinate schedules.
- 3.5B.5d. Advocate that Santa Clara County Transit and Southern Pacific Railroad provide for bicycles on their vehicles.

Goal 3.5C. Increasing ridesharing, the use of non-auto travel modes, and off-peak traveling in order to reduce traffic congestion, energy consumption, and air pollution.

Policy 3.5C.1. Work with the County, individual employers and the Santa Clara Manufacturing Group to encourage ridesharing and off-peak commuting.

Action Statement

- 3.5C.1a. Encourage employers to establish internal carpool and vanpool programs, provide preferential parking for carpools, sell and/or subsidize

transit passes for their employees, and establish flexible and/or staggered work hours.

Policy 3.5C.2. Promote ridesharing and transit usage to the general public.

Action Statement

3.5C.2a. Provide carpooling and transit information to the general public.

Policy 3.5C.3. Encourage the bicycle as a means of transportation for persons of every age for a variety of purposes.

Action Statements

3.5C.3a. Prepare and distribute maps which indicate the suitability of streets for bicycle travel.

3.5C.3b. Integrate planning of bike lanes in the City with those of neighboring communities.

Community Development

3.5D. Reduce the consumption of energy through land use and design policies for new and substantially revitalized buildings.

Policy 3.5D.1. Encourage a built environment which uses the properties of nature for building heating and cooling.

Action Statements

3.5D.1a. Analyze current standards for street trees. Where appropriate establish standards which provide for the functional shading of City streets.

3.5D.1b. Establish standards and require the use of landscaping which contributes to energy conservation in commercial and industrial environments.

3.5D.1c. Establish standards and require shading of newly developed parking lots and encourage the shading of existing parking lots.

3.5D.1d. Provide flexibility in City codes in terms of setbacks so that buildings can have the most advantageous solar exposure.

3.5D.1e. Adopt solar access provisions to ensure solar access to users and potential users of solar energy.

Policy 3.5D.2. Foster a built environment which uses mechanical, physical, and natural energy conservation measures.

Action Statements

- 3.5D.2a. Consider requiring solar assisted residential domestic hot water systems in new construction.
- 3.5D.2b. Encourage the commercial and industrial sector to consider domestic solar assisted hot water for their new facilities.
- 3.5D.2c. Condition the approval of parking lots and other area lighting to require energy efficient light sources.
- 3.5D.2d. Encourage the commercial and industrial sector to consider energy conservation in design and construction of their facilities.
- 3.5D.2e. Consider the adoption of an ordinance banning the future use of fossil, non-renewable fuel for heating newly constructed swimming pools, hot tubs and spas.
- 3.5D.2f. Consider adopting an ordinance banning future drive-through facilities, and requiring conversion of drive-through facilities to walk-up facilities.

Goal 3.5E. Decrease energy consumption by existing buildings in the residential, industrial, and commercial sector.

Policy 3.5E.1. Promote the energy efficiency of existing buildings.

Action Statements

- 3.5E.1a. Consider adopting an ordinance to reduce or abolish building permit fees for energy related improvements such as solar assisted systems.
- 3.5E.1b. Encourage passive solar applications in existing buildings.
- 3.5E.1c. Study the methods by which solar access can be protected for users and potential users of solar energy in existing buildings.
- 3.5E.1d. Continue to seek and make available funds to assist in the retrofit of existing buildings which qualify for assistance under the provisions of various Federal and State programs.
- 3.5E.1e. Encourage energy conservation measures comparable to those for single and multi-family dwelling units in mobile homes.

Policy 3.5E.2. Promote conservation and the conversion to replenish energy in existing industrial and commercial processes.

Action Statements

- 3.5E.2a. Encourage through groups such as the Santa Clara County Manufacturers Group and the Chamber of Commerce that the private sector adopt strict energy conservation policies for facilities and equipment.
- 3.5E.2b. Encourage where not presently required the installation of solar water heaters for domestic use at industrial and commercial sites.
- 3.5E.2c. Encourage industrial and commercial waste heat use for space heating and cogeneration.
- 3.5E.2d. Encourage the industrial sector to review the feasibility of using solar hot water for process uses.

Environmental Management

Goal 3.5F. Conserve energy through the conservation of potable water.

Policy 3.5F.1. Minimize the amount of unproductive water loss by maintaining an efficient distribution system.

Action Statements

- 3.5F.1a. Maintain a leak detection and repair program.
- 3.5F.1b. Maintain potable water pumps in good repair.

Policy 3.5F.2. Promote residential and commercial water conservation.

Action Statements

- 3.5F.2a. Promote water conservation program which includes: the use of indoor water saving devices; reduced use of appliances that tend to increase water use; water saving outdoor watering devices; landscape with low water requirements.
- 3.5F.2b. Continue using an escalating rate structure in water consumption fees.

Policy 3.5F.3. Promote water conservation by industrial users.

Action Statements

- 3.5F.3a. Promote the installation of water meters in individual process units so that high usage areas can be identified
- 3.5F.3b. Request that industrial users review their water management methods to insure that water efficient methods are used.

3.5F.3c. Encourage industrial users to consider water recirculation applications such as cooling towers in their water using processes.

3.5F.3d. Continue current escalating pricing policy in establishing water rates.

Goal 3.5G. Conserve energy by maximizing resource recovery and reuse and minimizing energy consumption in the pick-up and transport of solid waste.

Policy 3.5G.1. Consider source separation recycling programs.

Action Statements

3.5G.1a. Consider a curb-side recycling program for areas where garbage is collected from the curb.

3.5G.1b. Consider providing a recycling program for multi-family residential units.

3.5G.1c. Encourage that the commercial and industrial sector establish recycling programs for paper, cardboard and other materials.

Policy 3.5G.2. Consider establishing waste-to-energy facilities as part of the solid waste management plan.

3.5G.2a. Encourage the industrial and commercial sectors to pursue the establishment of waste incineration facilities for energy production.

3.5G.2b. Continue participation in the North County Cities Joint Powers Authority to determine the feasibility of waste-to-energy facility capable of handling all municipal waste.

Policy 3.5G.3. Minimize the consumption of non-renewable fuel required to travel to garbage disposal sites.

Action Statements

3.5G.3a. Study actions to extend the life of the current sanitary landfill.

3.5G.3b. Investigate alternative disposal sites which, in the long-run, minimize distance to be traveled.

3.5G.3c. Encourage the garbage franchise holder to continue using alternative fuel vehicles and to expand their use if cost effective.

Goal 3.5H. Treat waste water in the most energy efficient manner and take advantage of the energy production capabilities existing at the waste water treatment plant.

- Policy 3.5H.1. Develop and use a coordinated alternative fuel program for its water pollution control plant so that minimum use and reliance are placed on outside energy sources.

Action Statements

- 3.5H.1a. City shall pursue a program which maximizes the production of methane with a positive pay-back. Positive pay-back is defined as the point at which the savings from the program are greater than the cost, operations, and capital of the program.
- 3.5H.1b. The City shall consider expanding the in-plant storage capabilities for the methane produced at the Waste Water Treatment Plant.
- 3.5G.1c. The City shall study and put plant produced gas to its highest use.
- 3.5G.1d. City shall implement load management program at Water Pollution Control Plant.

- Policy 3.5H.2. Waste water treated at the water pollution control plant shall be reused whenever it is permitted and economically feasible to do so.

Action Statement

- 3.5H.2a. The City shall continue treating water to the required permit standards and investigate possible reuse application for treated water.

- Goal 3.5I. Minimize energy consumption in the provision of municipal services without affecting the quality or quantity of services.

- Policy 3.5I.1. Observe strict energy conservation measures in the operation of facilities and equipment.

Action Statements

- 3.5I.1a. Enforce the provisions of administrative policies on energy conservation for City owned facilities and equipment.
- 3.5I.1b. Study the feasibility of installation of a solar assisted system for domestic hot water in City facilities.
- 3.5I.1c. Consider installation of solar water heating for City operated swimming pools that lend themselves for such installations.
- 3.5I.1d. Conduct building energy audits at all major city facilities.
- 3.5I.1e. Continue present policy to down-size City vehicle fleet and to consider energy consumption in all new equipment purchases.

3.5I.1f. Train City staff to operate equipment in an energy efficient manner.

Policy 3.5I.2. Continue researching energy technologies and transfer them wherever it is economically feasible and cost effective to do so.

Action Statements

3.5I.2a. Continue to review literature on prospective new energy technologies and proceed to study those ideas that appear applicable to the City.

3.5I.2b. Research available grants for innovative energy conservation measures.

3.5I.2c. Continue to research alternative fuels for the automotive fleet.

Policy 3.5I.3. Decrease dependency on outside energy resources by increasing City produced energy.

Action Statements

3.5I.3a. Continue research to expand methane production and use at the Waste Water Treatment Plant.

3.5I.3b. Pursue alcohol fuel development projects.

3.5I.3c. Continue to study feasibility of waste-to energy facilities.

3.5I.3d. Continue to study methane mining applications at sanitary land-fill.

Policy 3.5I.4. Promote energy conservation in the community.

Action Statements

3.5I.4a. Provide energy information at the City Library.

3.5I.4b. Publicize City accomplishments in energy conservation.

3.5I.4c. Maintain a Citizens Advisory Energy Committee.

Noise Sub-Element

Introduction

Noise is a significant and inherent part of Sunnyvale's environment. The noise environment is a result of historical land use decisions, competing regional and community goals, geographic reasons and limited local controls. The City's residents and businesses must tolerate some noise. Excessive noise, however, can cause physical and mental health problems. A legitimate public concern is, therefore, to protect residents from excessive noise.

Acceptable levels of noise vary from land use to land use. Both the state and federal government have developed guidelines for evaluating the compatibility of various land uses with noise. The federal government has prepared noise and land use compatibility guidelines for airbases. The state guidelines were originally developed in 1976 and presented in a document titled *Guidelines for the Preparation of the Noise Element in the General Plan*. These guidelines have been periodically updated since then.

Transportation facilities are Sunnyvale's main source of noise, and the most difficult to control. Roadways are the major source of transportation noise, followed by Moffett Federal Airfield, the CALTRAIN corridor and San Jose International Airport. Year 2010 predicted noise levels are depicted in the Noise Condition Map in Appendix A of the Noise Sub-Element.

Noise from land use operations and single-events, such as air conditioners and leaf blowers, are an ongoing concern. These noise problems are discussed generally in this Sub-Element. Land use operational noise and some single-event noises are regulated by the Sunnyvale Municipal Code.

Major Facts and Findings

The following major findings are derived from information presented within the Noise Sub-Element. These findings form the basis of the goals and policies which are presented on the following pages.

1. State and federal noise guidelines and standards have proven to be reasonable for determining land use compatibility with the noise environment. Most existing and future land uses in Sunnyvale comply with these standards and guidelines.
2. Major roadways cause most of the ambient noise in Sunnyvale. In 1986, before sound walls were installed, approximately 41% (8,630 homes) of single-family homes experienced "conditionally acceptable" noise levels (60-75 dBA Ldn) and 1% (270 homes) of single-family homes experienced "unacceptable" noise levels (greater than 75 dBA Ldn) resulting from roadway noise. Between the years 1986 and 1996, sound walls were completed along Interstate 280, U.S. Highway 101, State Highway 85 and along many major local roadways, substantially reducing noise levels in communities near those roadways. Based on roadway traffic projections, there are no significant changes (3 dBA or greater) expected to occur between the years 1996 and 2010 in Sunnyvale as a result of roadway noise. In the year 2010, the percentage of single-family homes experiencing "conditionally acceptable" noise levels is predicted to be

20% (5343 homes). The percentage of homes experiencing "unacceptable" noise levels is predicted to be less than .1% (24 homes) in the year 2010.

3. Despite the traffic noise, noise levels are "normally acceptable" for most homes today, and most homes will continue to have normally acceptable noise levels in the future. Nonresidential uses will generally be unaffected by current and future traffic noise.
4. The major roadway noise contributors to residential areas in Sunnyvale are the freeway system, Mathilda Avenue, Wolfe Road, Lawrence Expressway, El Camino Real and Homestead Road. Although Mary Avenue, Hollenbeck Road, Fremont Avenue, and Remington Drive are relatively quiet roads, they do subject a large number of residences to some noise exposure. Since Central Expressway is mostly below grade, it is not considered a substantial noise contributor. Because sound walls have been installed along Sunnyvale-Saratoga Road, this roadway is not considered a major noise contributor to residential areas.
5. The future use of Moffett Federal Airfield will have a significant effect on the noise environment in Sunnyvale. The City does not have authority to determine what the National Aeronautic and Space Administration (NASA) may ultimately decide to do with the future use of Moffett Federal Airfield. The City has adopted policies to define the City's interest regarding Moffett Field and what means the City will use to influence federal decision makers to adopt policies and/or undertake activities compatible with the City's defined interests.
6. Residents in northeast Sunnyvale are affected by San Jose International Airport flight patterns. Operations have doubled since 1985 and are forecasted to more than double again between 1995 and 2010. Noise levels of individual aircraft events will eventually stabilize and decrease as Stage 3 (quieter aircraft) become prevalent. Current and forecasted future noise levels are below state limits.
7. Commuter and other train operations affect noise levels in central Sunnyvale. Current noise levels are acceptable for all but older homes near the tracks. Future noise levels may noticeably increase, thereby worsening the environment of those homes. State and local noise standards can protect new residential uses from excessive noise levels. Current and future train noise levels are generally acceptable for non-residential uses.
8. Noise from land use operations (air conditioners, loading docks, etc.) is regulated by the Municipal Code and discretionary land use permits. An October 1995 -review (RTC No. 95-402 "Noise Ordinance Review") determined that operational noise regulations are effective.
9. The Sunnyvale Municipal Code regulates some single-event noises such as nuisance animal noises (barking dogs), delivery hours of commercial or industrial establishments that are adjacent to residential zoning districts, and hours of operation of powered equipment (such as leaf blowers) that are adjacent to residential zoning districts. The City, however, cannot regulate all single-event noises and usually mediates complaints by relying on generally stated public disturbance regulations.

10. Barriers, setbacks, site planning and building design practices are useful techniques for reducing the impact of noise. Each technique has benefits and shortcomings.

Goals and Policies

Goal 3.6A. Maintain or achieve a compatible noise environment for all land uses in the community (land use compatibility).

Policy 3.6A.1. Prevent significant noise impacts from new development by applying state noise guidelines and Sunnyvale Municipal Code noise regulations in the evaluation of land use issues and proposals.

Action Statements

3.6A.1a. Apply the Sunnyvale Municipal Code noise regulations in the evaluation of land uses and proposals. Acoustical analysis may be required to determine if mitigation measures shall be required for the new development. If required, mitigation measures shall be incorporated into the new development that bring the proposed development into conformance with the noise regulations in the Sunnyvale Municipal Code.

3.6A.1b Consult the Noise Condition Map (Appendix A) to determine noise levels throughout the City.

3.6A.1c. Comply with the "Noise and Land Use Compatibility Guidelines" (Table 2) for the compatibility of land uses with their noise environments, except where the City determines that there are prevailing circumstances of a unique or special nature.

3.6A.1d. Use Table 3.6A.1d to determine if proposed development results in a "significant noise impact" on existing development.

Table 3.6A.1d.
Significant Noise Impacts
from New Development on Existing Land Uses

Ldn of Existing Development ¹	Significant Noise Impact Increase in Ldn of Existing Development from New Development
"Normally Acceptable" ²	more than 5 dBA, but noise level still in the "Normally Acceptable" category
"Normally Acceptable"	more than 3 dBA and the noise level exceeds the "Normally Acceptable" category
exceeds "Normally Acceptable"	more than 3 dBA

1. The Ldn shall be measured at any point along the property line shared by the proposed development and existing land uses.
2. "Normally Acceptable" as defined by the State of California "Noise and Land Use Compatibility Guidelines", summarized in this Sub-Element.

3.6A.1e. Use the CEQA and the discretionary permit processes to protect existing land uses from significant noise impacts due to new development. Acoustical analysis required as part of the CEQA or discretionary permit process, master plans, and/or design review shall determine if significant noise impacts occur from proposed development on existing land uses. If significant noise impacts occur, then mitigation measures shall be required to minimize the impact of the new development on existing land uses.

3.6A.1f. Supplement the "Noise and Land Use Compatibility Guidelines" (Table 2) for residential uses by attempting to achieve an outdoor Ldn of no greater than 60 dBA for common recreation areas, backyards, patios, and medium and large-size balconies. These guidelines should not apply where the noise source is a railroad or airport. If the noise source is a railroad, then an Ldn of no greater than 70 dBA should be achieved in common recreation areas, backyards, patios, and medium and large balconies. If the noise source is from aircraft, then preventing new residential uses within areas of high Ldn from aircraft noise is recommended.

Policy 3.6A.2. Enforce and supplement state laws regarding interior noise levels of residential units.

Action Statements

3.6A.2a. Enforce Title 24 Noise Insulation Requirements for all new hotels, motels, apartments, condominiums group care homes, and all other dwellings, except single-family detached homes.

3.6A.2b. Apply Title 24 Noise Insulation Requirements to all new single-family detached homes.

3.6A.2c. Attempt to achieve a maximum instantaneous noise level of 50dBA in bedrooms and 55dBA in other areas of residential units exposed to train or aircraft noise, where the exterior Ldn exceeds 55dB.

Policy 3.6A.3. Consider techniques which block the path of noise and insulate people from noise.

Action Statements

3.6A.3a. Use a combination of barriers, setbacks, site planning and building design techniques to reduce noise impacts, keeping in mind their benefits and shortcomings.

3.6A.3b. Consider compiling and distributing information to residents of noise-impacted areas about what they can do to protect themselves from noise.

- 3.6A.3c. Proposed sound walls or other noise reduction barriers should be reviewed for design, location, and material before installing the barrier. Sound readings should be taken before and after installing the noise reduction barrier in order to determine the efficacy of the noise reduction barrier. Measurement techniques shall be similar to procedures used by Caltrans to measure efficiency of sound walls.

Goal 3.6B. Preserve and enhance the quality of neighborhoods by maintaining or reducing the levels of noise generated by transportation facilities (transportation noise).

Policy 3.6B.1. Refrain from increasing or reduce the noise impacts of major roadways.

Action Statements

- 3.6B.1a. Identify and mitigate roadway noise impacts as part of local land use plans and proposals.
- 3.6B.1b. Regulate the location, design and capacity of local roadway improvement projects to mitigate their noise impacts.
- 3.6B.1c. Use local traffic management techniques to reduce or protect noise levels. (For example, the City can place truck routes away from neighborhoods. Commuters can be diverted from residential streets. Note that some techniques may address one problem but cause others. For instance, stop signs can improve safety but they can also raise noise levels. In such cases, the City must balance its goals to the extent possible.)
- 3.6B.1d. Advocate that neighboring cities should identify and mitigate roadway noise impacts that affect Sunnyvale as part of their land use plans.
- 3.6B.1e. Advocate that public agencies should identify and mitigate noise impacts as part of their transportation system improvement projects.
- 3.6B.1f. Support state legislation to reduce vehicle noise levels.
- 3.6B.1g. Continue to enforce state muffler and exhaust laws.

Policy 3.6B.2. Support efforts to reduce or mitigate airport noise.

Action Statements

- 3.6B.2a. Support the retention of the Airport Land Use Commission.
- 3.6B.2b. Support the right of private citizens to sue airports for noise impacts.
- 3.6B.2c. Encourage airport operation policies and procedures which reduce the level and frequency of noise as well as other policies and federal funding to alleviate the effects of aircraft noise.

Policy 3.6B.3. Support activities that will minimize the noise impacts of Moffett Federal Airfield.

- 3.6B.3a. Monitor the annual number of flight operations and evaluate any increases in activity.
- 3.6B.3b. Encourage NASA to seek ways to minimize flights over the community and manage practice landings.
- 3.6B.3c. Encourage NASA to continue to direct flight operations over the Bay during evening and nighttime hours.
- 3.6B.3d. Encourage NASA to continue flight, landing and maintenance procedures which lower noise levels.
- 3.6B.3e. Encourage NASA to establish a complaint record and response program.
- 3.6B.3f. Support the continuation of NASA's public information program.
- 3.6B.3g. Oppose any effort and/or expenditure of public funds to promote Moffett Federal Airfield for non-federal purposes.
- 3.6B.3h. Support efforts to limit non-essential air traffic at Moffett Federal Airfield.
- 3.6B.3i. Support federal legislation that require military and federal aircraft to meet Stage 3 noise requirements similar to commercial aircraft.

Policy 3.6B.4. Support activities that will minimize and/or reduce the noise impacts of San Jose International Airport.

Action Statements

- 3.6B.4a. Monitor the annual number of passengers and evaluate trends in activity at San Jose International Airport.
- 3.6B.4b. Monitor plans for expansion of San Jose International Airport terminals and evaluate the resulting increases in activity.
- 3.6B.4c. Consider encouraging the City of San Jose to install a local noise monitoring station in the Lakewood area.
- 3.6B.4d. Encourage the City of San Jose to promote the use of Stage 3 aircraft.
- 3.6B.4e. Encourage the City of San Jose to maintain strict control over flight patterns which influence noise in Sunnyvale.
- 3.6B.4f. Encourage the City of San Jose to educate pilots and seek their cooperation in using cockpit techniques that reduce noise levels.

3.6B.4g. Support federal legislation to lower the noise levels of civilian aircraft.

3.6B.4h. Support state legislation to lower the noise levels of civilian airports.

Policy 3.6B.5. Encourage activities that limit the noise impacts of helicopters.

Action Statements

3.6B.5a. Encourage NASA to direct helicopter flight operations and flight patterns so that they occur over industrial, not residential, areas.

3.6B.5b. Allow the use of airborne helicopters at construction sites on a limited basis as permitted by the FAA and the Caltrans Division of Aeronautics.

Policy 3.6B.6. Mitigate and avoid the noise impacts from trains.

Action Statements

3.6B.6a. Monitor plans and projects which would increase the number of commuter trains, and evaluate their noise impacts and seek mitigation for any change that worsens local conditions.

3.6B.6b. Monitor plans and projects which would increase the number of freight trains, and evaluate their noise impacts and seek mitigation for any change that worsens local conditions.

3.6B.6c. Avoid construction of new residential uses where the outdoor Ldn is greater than 70 dBA as a result from train noise.

3.6B.6d. Educate owners of older homes on ways to reduce noise levels from trains.

3.6B.6e. Support legislation to reduce the noise level of trains.

3.6B.6f. Seek the cooperation of train engineers to avoid unnecessary and prolonged use of air horns except for safety purposes.

Policy 3.6B.7. Monitor and mitigate the noise impacts of light rail facilities.

Action Statements

3.6B.7a. Monitor regional plans for light rail facilities in Sunnyvale to ensure that noise impacts are identified and mitigated.

Goal 3.6C. Maintain or achieve acceptable limits for the levels of noise generated by land use operations and single-events (community noise).

Policy 3.6C.1. Regulate land use operation noise.

Action Statements

- 3.6C.1a. Monitor the effectiveness of operational noise regulations every five years by referring to related community condition indicators.
 - 3.6C.1b. Apply conditions to discretionary land use permits which limit hours of operation, hours of delivery and other factors which affect noise.
 - 3.6C.1c. Continue interdepartmental procedures to respond to complaints about operational noise.
 - 3.6C.1d. Instantaneous noise measurements taken for the purpose of enforcing the noise regulations in the Sunnyvale Municipal Code shall be taken at the property line of the property generating the noise and in a location and time(s) that fairly represents the noise.
- Policy 3.6C.2. Regulate select single-event noises and periodically monitor the effectiveness of the regulations.

Action Statements

- 3.6C.2a. Monitor the effectiveness of limits on delivery hours and hours of operation of powered equipment on properties adjacent to residentially zoned properties every five years by referring to related community condition indicators.
- 3.6C.2b. Continue efforts by the Department of Public Safety and Neighborhood Preservation to mediate complaints about single-event noise that is not regulated by the Sunnyvale Municipal Code.

Air Quality Sub-Element

Introduction

All major urban areas in California, including Sunnyvale, experience some degree of reduced air quality. The combination of climatic conditions and a multitude of air pollutant sources (particularly the automobile) results in reduced air quality, which can be considered as reducing the quality of life by adversely affecting human health, causing damage to plants or crops, and other effects such as soiling, visibility reduction and accelerated corrosion of materials.

Federal, state and local governments have made concerted efforts over the past 20 years to improve air quality. These attempts have consisted mainly of applications of new technology to control the rate of emissions. Examples are scrubbers for industrial sources and catalytic converters on automobiles. These efforts have resulted in a gradual improvement in air quality over the past twenty years despite increases in population. Violations of ambient air quality standards still occur in the Bay Area, however.

One of the major reasons that air quality continues to be a problem in the Bay Area specifically and California in general, is a relatively high rate of population and economic growth. The major obstacle to improved air quality in the future is increasing population and vehicle use and deteriorating operating conditions on highways and roads.

The most efficient and cost-effective technological or "hardware" controls have already been implemented. Remaining technological controls, which are increasingly expensive, have been found to be unable to reduce emissions to the point where all air quality standards would be met. Therefore, attention has been focused in recent years on the relationship of land use, community design and transportation as a means of reducing air pollutant generation.

The concept of an Air Quality Element or Sub-Element within a General Plan is rather recent, and is a natural outgrowth of the relationship between land use, transportation and air quality. This approach has recently gained favor as a means of addressing the basic problems of growth and its cumulative effect on local and regional air quality. The extent that future growth affects air quality will be partially determined by the form that new land uses take, and the transportation options available to new residents.

Purpose

The adoption of an Air Quality Sub-Element would clearly state Sunnyvale's policy to protect the health, safety, welfare and environmental quality of Sunnyvale and the larger Bay Area. The Sub-Element, would promote community development that is compatible with air quality standards, minimizing the impact of future development on air quality.

In a larger sense, an Air Quality Sub-Element is part of the regional strategy for improving air quality. While air quality is often regarded as a regional problem, local land use and growth decisions by cities and counties will affect the success of whatever technology is available regionally to combat air pollution. The Bay Area Air Quality Management District (BAAQMD) has adopted a resolution urging cities and counties within the nine-county Bay Area to adopt Air Quality Elements, and the adoption of Air Quality Elements by cities is a major element of the Bay Area Air Quality Management District's indirect source program within the Bay Area '91 Clean Air Plan.

Major Facts and Findings

The following major findings are derived from the information presented within the Air Quality Sub-Element. These findings form the basis of the goals and policies which follow.

1. Past efforts by federal, state and local governments have resulted in steady, gradual improvement in air quality in Sunnyvale and the greater Bay Area. The City of Sunnyvale has implemented a number of programs that directly or indirectly reduce air pollutant emissions.
2. Despite considerable improvement in air quality over a period of 20 years, air quality in Sunnyvale and the greater Bay Area still does not meet all ambient air quality standards, and the latest projections do not show attainment of all ambient air quality standards by the year 2000.
3. Although Sunnyvale is a "mature" community, potential future growth in population and employment could have a substantial effect on future air quality.
4. Sunnyvale contains numerous sources of Toxic Air Contaminants and numerous "sensitive receptors"; special attention to site planning is needed to reduce exposure of residents to these pollutants.
5. Indirect source controls (site planning, land use or transportation strategies to reduce vehicle trip generation) will become increasingly important in the future. Implementation of indirect source controls on the local level is an integral part of regional programs such as the Bay Area '91 Clean Air Plan and the County's Congestion Management Program.

Assumptions

The goals, policies and action statements included in the Air Quality Sub-Element are based on the following assumptions:

1. Some of the pollutants in the atmosphere in Sunnyvale are generated in upwind cities and then transported to the City by the prevailing winds. The City's ability to control such emissions is limited; measures to control these pollutants must be regional in nature.
2. A large portion of the air pollution in Sunnyvale is generated locally and is partially controllable by city policies. The exposure of Sunnyvale's residents to local pollutants such as carbon monoxide, dust, odors and toxic air contaminants is directly a result of the local transportation system and land use patterns.
3. One of the major reasons that air quality continues to be a problem in the Bay Area specifically and California in general, is a relatively high rate of population and economic growth. Major progress has been made in past years in reducing emissions from stationary sources and mobile sources in the Bay Area, with the result that steady improvement in air quality has been documented despite population growth.

Under the impetus of the 1990 Clean Air Act Amendments and the California Clean Air Act, the state Air Resources Board and BAAQMD have and will be adopting new and more stringent regulations on existing and future industrial sources, implementing more stringent emission standards for vehicles, developing and implementing Transportation Control Measures (TCMs) to reduce vehicular emissions, and adding new sources to the list of controlled processes (e.g., consumer products, fireplaces and wood stoves, etc.). These measures, if implemented expeditiously, should continue the overall improvement in air quality evident over the past 20 years.

4. The major obstacle to improved air quality in the future is increasing population and vehicle use and deteriorating operating conditions on highways and roads. The extent that future growth affects air quality will be partially determined by the form that new land uses take, and the transportation and housing options available to new residents.
5. Sunnyvale is within the nine-county Bay Area Air Quality Management District and within the Bay Area Air Basin. This air basin has been identified as not meeting all State and Federal air quality standards. Since Sunnyvale contributes to the emissions burden of the region, Sunnyvale should make a contribution towards reducing overall emissions within the air basin.

Goals and Policies

Goal 3.7A. Improve Sunnyvale's Air Quality and reduce the exposure of its citizens to air pollutants.

Policy 3.7A.1 Require all new development to utilize site planning to protect citizens from unnecessary exposure to air pollutants.

Action Statements

3.7A.1a. Evaluate new development with potential sources of odors or criteria air pollutants to determine whether it is appropriate for them to be located near existing or planned residential development or sensitive receptors.

3.7A.1b. New residential zones or residential development in non-residential zones should not be permitted near existing sources of TAC's, unless it can be shown through a Health Risk Assessment that no unacceptable health risk is created.

3.7A.1c. New residential development should be located at least 15 feet from the property line along major streets or intersections unless a lesser distance can be demonstrated to not expose residents to unhealthful pollutant concentrations.

Policy 3.7A.2 Reduce automobile emissions through traffic and transportation improvements. Since traffic congestion delays increase the level of emissions, congestion management has air quality benefits.

Action Statements

3.7A.2a. Develop and maintain a balanced transportation system in Sunnyvale by promoting pedestrian, bicycle and transit modes of travel.

3.7A.2b. The City should give high priority to traffic improvements that improve vehicle operating conditions (average speed, delay) such as signal timing improvements, signal synchronization, turn lanes, etc. BAAQMD guidance developed for the CMP program deficiency plans defines such improvements.

Goal 3.7B Reduce air pollution impacts from future development

Policy 3.7B.1 Utilize land use strategies to reduce air quality impact.

Action Statements

3.7B.1a. Promote extension of transit systems, and locate higher density development/redevelopment along transit corridors.

3.7B.1b. Promote mixed land use development that provides commercial services such as day care, restaurants, banks and stores near employment centers, reducing auto trip generation by promoting pedestrian travel. Promote neighborhood commercial and park uses within residential developments to reduce short auto trip generation by making pedestrian and bicycle trips feasible (for example, require sidewalks, bike trails and bicycle parking areas).

Policy 3.7B.2 Assist employers in meeting requirements of Transportation Demand Management (TDM) plans for existing and future large employers and participate in the development of TDM plans for employment centers in Sunnyvale.

Action Statements

3.7B.2a. Enforce the provisions of the City's TDM ordinance covering businesses employing 100 or more persons.

3.7B.2b. Amend the City's existing TDM ordinance to comply with the BAAQMD's Trip Reduction Rule.

3.7B.2c. At the appropriate time, the City should explore the feasibility of seeking delegation of regulations which would affect smaller employers located within multi-tenant complexes, which are not included in the Trip Reduction Rule authority from the Bay Area Air Quality Management District.

Policy 3.7B.3 Apply the Indirect Source Rule to new development with significant air quality impacts. Indirect Source review would cover commercial and

residential projects as well as other land uses that produce or attract motor vehicle traffic.

Action Statements

3.7B.3a. Increase densities near transit stations.

3.7B.3b. Develop requirements for bicycle and pedestrian facilities.

3.7B.3c. Require site design to encourage transit circulation and stops/waiting areas for transit and carpools.

3.7B.3d. Consider controls to decrease vehicle idling emissions caused by "drive-through" operations.

Goal 3.7C Make a contribution towards improving regional air quality.

Policy 3.7C.1 The City should actively participate in regional air quality planning.

Action Statements

3.7C.1a. The City should work with regional air quality planning agencies such as the Bay Area Air Quality Management District, Metropolitan Transportation Commission, Association of Bay Area Governments, and Congestion Management Agency in the development and implementation of regional air quality strategies.

3.7C.1b. Continue to monitor federal and state legislation regarding air quality issues.

Policy 3.7B.2 Improve opportunities for citizens to live and work in close proximity.

Action Statements

3.7C.2a. In the long term, the City should encourage a better balance between jobs and housing than currently exists in Sunnyvale to reduce long distance commuting.

3.7C.2b. The City should encourage affordable housing.

Policy 3.7C.3 Contribute to a reduction in regional vehicle miles travelled.

Action Statements

3.7C.3a. The City should support and actively promote the expansion and improvement of local and regional transit systems providing service to Sunnyvale.

- 3.7C.3b. The City should be a leader in implementing the Transportation Control Measures (TCM's) that are included in the Bay Area '91 Clean Air Plan, the regional plan required under the California Clean Air Act. The Plan currently includes 23 TCMs. Of these the following identify cities as an implementing agency:

TCM 1: Expand Employer Assistance Programs
TCM 2: Adopt Employer-Based Trip Reduction Rule
TCM 9: Improve Bicycle Access and Facilities
TCM 12: Improve Arterial Traffic Management
TCM 13: Transit Use Incentives
TCM 15: Provide Carpool Incentives
TCM 16: Indirect Source Control Program
TCM 18: Zoning for Higher Densities Near Transit Stations
TCM 10: Air Quality Elements for General Plans

Policy 3.7C.4 Reduce Emissions from City of Sunnyvale fleet vehicles

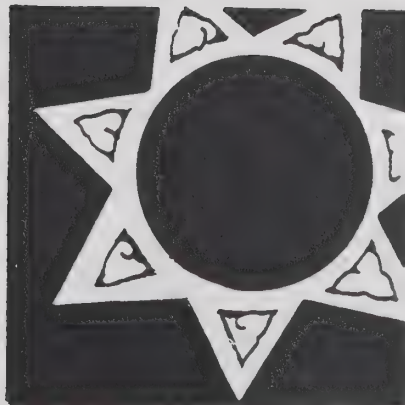
Action Statements

- 3.7C.4a. As a large employer, the City will provide leadership in the implementation of air quality programs such as the Trip Reduction Ordinance.
- 3.7C.4b. The City will evaluate the development and implementation of a program to introduce and expand the use of alternative, cleaner fuels in its fleet of vehicles.

4. Public Safety Element

The creation and preservation of a safe environment is a city's responsibility to its citizens. Fire, crime, and other hazards that may have a negative effect on lives and the environment is a major concern. The Sunnyvale Public Safety Element addresses the City's problems and outlines its goals and policies to create a safe community. The Public Safety sub-elements include:

- ☐ Law Enforcement
- ☐ Fire Services
- ☐ Support Services



Law Enforcement Sub-Element

Introduction

The Law Enforcement Sub-Element consists of two major components: a description of existing conditions, and a set of integrated goals, policies, and action statements that will provide guidance for future decision making. The first component focuses on the police role as a response to community conditions. Key indicators of community conditions are analyzed for future trends and the future requirements to ensure the appropriateness and adequacy of the police response. The inter-relationships in both the criminal justice system and the broader human resources system are stressed throughout the sub-element.

The set of goals, policies, and action statements reflects the direction in which the City wishes to advance, and outlines the specific steps that must be taken to move that way. Since providing police services not only has unique local demands but also operates within and is impacted by a regional as well as State criminal justice system, it is also important that the City coordinate its efforts with the County, neighboring cities, regional agencies, and all levels of government through a variety of agencies. Within this same context, because criminal behavior is not bounded by jurisdictional lines, positive response to crime by an individual jurisdiction may be limited in its effect without extensive coordination between surrounding communities. Efforts directed at alleviating community conditions which are social disorder productive requires going beyond the scope of the criminal justice system and necessitates action from a wide range of public and private agencies at all levels.

Finally, this sub-element is one of three that comprise the entire Public Safety Element of the General Plan that include: (1) Law Enforcement, (2) Fire, and (3) Support Services. Because of the degree of integration of Police, Fire and Support Services within one Department under the "Public Safety" concept, there exist extensive inter-relationships between these three sub-elements. Each sub-element must be considered within the context of the whole Public Safety Element, particularly in those areas where common issues impact the total Department and the broad range of Public Safety service delivery. Further, the police function is strongly related to other General Plan sub-elements such as Transportation, Land Use, Recreation, Neighborhood Preservation, and Seismic Safety and Safety sub-elements.

PUBLIC SAFETY - A NON TRADITIONAL APPROACH

The Department of Public Safety was established formally in the City of Sunnyvale June 6, 1950 by Council resolution Number 1040. This approach to municipal safety services has become a hallmark of safety concepts and practices by using a generalized approach that avoids duplication of effort, economizes staffing without reducing service levels and is more flexible and responsive to community safety needs.

As developed by Sunnyvale, the term "Public Safety" means that personnel are trained to provide both police and fire services through a system where personnel rotate from police to fire assignment every 3 -5 years. In addition, persons assigned to police patrol respond to fire emergencies when required. This allows the Public Safety Department to assign fewer personnel to fire stations and maintain high quality police services with the result that the local crime rate is among the lowest in the nation and the state for cities of comparable size and the City is a Class 3 fire rating by the Insurance Services Office, the national organization that rates municipal fire protection capability.

The Law Enforcement Sub-Element addresses the police role of the Public Safety officer. The fire role of Police Division assigned personnel is discussed in the Fire Services-Sub-Element.

Major Facts and Findings

The following major findings form the basis for goals and policies which are presented on the following pages.

1. The Public Safety concept of dual training of personnel for Police and Fire service is a unique and effective method of resource allocation.
2. The role of the police in a free society has been and will continue to be in a state of change. To be successful, the police will have to respond not only to individual crimes and criminals in the traditional manner, but also to underlying problems that contribute to crime and unrest in the community. The service role of the police officer will continue to develop as a major area of emphasis coupled with the traditional roles of arrest and order maintenance.
3. While the role of the police in society is affected by a broad spectrum of influences outside the community, it is at the local level where decisions are made as to what specific services are provided, with what priorities, with what resources, and with what degree of quality.
4. Demographics, physical design and condition of the community, and all City services have significant impact on the level of crime and social order within Sunnyvale.
5. Response to emergencies has the highest priority of all police activities. The Police Services Division of Public Safety responds to approximately 2,000 emergency calls for service each year, with an average on-scene response time in 1993 of 3.26 minutes from time of dispatch. Police services also responds to approximately 9,000 urgent calls for service with an average on-scene response time of 4.5 minutes from time of dispatch.
6. Police services promotes safety and community confidence by providing service to approximately 50,000 non-emergency calls for assistance on police-related problems each year.
6. Actual crimes represent only 15% of the total number of calls for police services. Investigation of those crimes, however, requires significant allocation of resources.
7. Sunnyvale enjoys a significantly lower crime rate and a higher case clearance rate when compared to cities of similar size. The comparison also holds true at regional, State and the national levels.
9. Court decisions have caused significant changes in juvenile justice proceedings that necessitate the use of community based support groups to provide delinquency diversion and prevention programs.

10. Traffic collisions represent by far the largest direct loss to the public in terms of both physical injury and monetary loss.
11. The purpose of Selective Traffic Enforcement is to improve traffic safety by employing strategies and techniques that decrease the accident ratio per miles travelled in the city.
12. Over half of all calls made to the police are requests for help in personal and interpersonal matters unrelated to crime. Police officers are frequently called upon to provide emergency intervention in interpersonal conflicts. Crisis intervention is usually temporary and achieving long term resolution requires the use of resources from other governmental agencies, criminal justice agencies, social service agencies and community based support groups.
13. The uniformed patrol officer is one of the most visible representatives of City government and, to a large extent, influences public attitude toward the quality and sufficiency of City services.
14. Community support, cooperation, confidence, participation and satisfaction are essential elements in the police/citizen partnership. A strong partnership is required for the police to successfully perform their duties.
15. The timely analysis of crimes, crime trends, and other community problems is essential in order to determine the most effective deployment of resources.

Goals and Policies

Goal 4.1A Provide a safe and secure environment for people and property in the community

Policy 4.1A.1 Provide rapid and timely response to all emergencies.

Action Statements

- 4.1A.1a. Study resource deployment variables which impact response time.
- 4.1A.1b. Provide training to certify personnel in First Aid and Cardiopulmonary Resuscitation.
- 4.1A.1c. Assist in the implementation and evaluation of the Emergency Preparedness Plan.
- 4.1A.1d. Maintain, train, and equip special response teams for extraordinary or extremely hazardous emergency incidents.

Policy 4.1A.2 Control conduct recognized as threatening to life and property.

Action Statements

- 4.1A.2a. Provide on-scene services to restore the peace and prevent further injury to life or property.
 - 4.1A.2b. Investigate all reported criminal actions.
 - 4.1A.2c. Study and implement methods whereby response to service calls can be managed more effectively in order to permit better utilization of non-committed patrol time.
 - 4.1A.2d. Effectively structure and use preventive patrol time in order to accomplish specific patrol objectives.
 - 4.1A.2e. Limit the amount of time administrative tasks detract from patrol operations, thereby increasing the amount of time available for other activities such as preventive or directed patrol.
 - 4.1A.2f. Enhance crime analysis techniques and capabilities in order to provide timely information which identifies evolving or existing social problems and crime patterns so as to provide supporting data for improved allocation of resources.
 - 4.1A.2g. Study methods to further enhance community problem oriented policing.
 - 4.1A.2h. Identify evolving and existing gang activity and gang involved crime problems that impact the quality of life in the community.
 - 4.1A.2i. Develop information and strategies in order to proactively impact current and evolving gang activity.
- Policy 4.1.A.3 Provide investigative services directed toward successful prosecution and conviction of criminal offenders.

Action Statements

- 4.1A.3a. Provide for quality preliminary investigations that will enhance the success of follow-up investigation and subsequent court presentation.
- 4.1A.3b. Provide for selective screening of cases to be investigated past the preliminary investigation stage.
- 4.1A.3c. Investigate all major FBI Part I crimes (murder, rape, robbery, and burglary).
- 4.1A.3d. Provide continuous monitoring of the effectiveness and efficiency of the investigative process.
- 4.1A.3e. Strengthen the investigator/victim/witness relationship.

4.1A.3f. Maintain a cooperative liaison with the prosecuting attorney.

Policy 4.1A.4 Reduce crime and fear by strengthening the police/community partnership.

Action Statements

4.1A.4a. Continue and enhance neighborhood based crime prevention activities.

4.1A.4b. Continue and enhance programs designed to reinforce positive juvenile behavior and prevent juvenile delinquency.

4.1A.4c. Continue and enhance loss prevention programs in the commercial and industrial sectors.

4.1A.4d. Continue and enhance programs designed to prevent and reduce drug and alcohol abuse.

4.1A.4e. Identify geographical areas or population groups experiencing noticeable crime victimization in order to improve effectiveness of crime prevention efforts.

4.1A.4f. Develop citizen involvement in all phases of prevention programs.

4.1A.4g. Provide early intervention through education of youth, families, school staff, and other community members on gang recognition and prevention.

Policy 4.1A.5 Facilitate the safe movement of pedestrians, bicyclists and vehicles.

Action Statements

4.1A.5a. Provide traffic enforcement to deter traffic violations.

4.1A.5b. Provide traffic enforcement in congested areas during commute hours to enhance the safe flow of traffic.

4.1A.5c. Provide vehicle and pedestrian accident analysis to determine common locations and causes so as to properly plan selective enforcement.

4.1A.5d. Provide bicyclist accident analysis to determine common locations and causes so as to properly plan selective enforcement.

4.1A.5e. Participate in citywide bicycle plan.

4.1A.5f. Maintain liaison with the Traffic Engineering Department in studying and solving traffic problems.

- 4.1A.5g. Participate in activities that enhance the successful detection, apprehension, rehabilitation and prevention of persons driving under the influence of alcohol/drugs.
- 4.1A.5h. Participate in prevention and enforcement activities directed at minimizing personal injury in traffic collisions.
- 4.1A.5i. Maintain liaison with schools and Traffic Engineering Department to determine locations where crossing guards are required during the school year. Hire, train and deploy crossing guards.

Goal 4.1B Provide community oriented services that are responsive to citizen's needs in traditionally-non-criminal areas.

Policy 4.1B.1 Aid those who cannot care for themselves (intoxicated, addicted, mentally ill, physically disabled, the young, the old).

Action Statements

- 4.1B.1a. Identify and maintain list of current community referral agencies.
- 4.1B.1b. Provide emergency transportation or commitment to medical, mental health, or other appropriate facilities.
- 4.1B.1c. Maintain liaison with social services agencies providing support to indigent persons.

Policy 4.1B.2 Provide crisis intervention, conflict management and resolution.

Action Statements

- 4.1B.2a. Identify and maintain list of current referral agencies.
- 4.1B.2b. Provide diversion programs and referrals for juvenile offenders.
- 4.1B.2c. Monitor repeat juvenile offenders and identify them to the proper authorities such as juvenile probation and the juvenile court system.
- 4.1B.2d. Develop programs aimed at violence prevention.
- 4.1B.2e. Develop programs that are aimed at reducing domestic violence.
- 4.1B.2f. Maintain liaison with appropriate support groups for victims of domestic violence and other traumatic crimes.
- 4.1B.2g. Provide training for officers on the resolution of personal and interpersonal conflicts.
- 4.1B.2h. Facilitate civil conflict resolutions by intervention/referral.

Goal 4.1C Increase and maintain public confidence in the ability of the public safety department to provide quality police services.

Policy 4.1C.2 Provide inspection and control of personnel and Department operations which is responsive to citizens concerns.

Action Statements

4.1C.1a. Maintain Department policies and procedures for control and internal discipline.

4.1C.1b. Maintain Internal Affairs policies and procedures.

4.1C.1c. Facilitate the process of handling citizen complaints.

4.1C.1d. Promote public awareness of the Citizen's Inquiry process.

Policy 4.1c.1 Provide for assessment of changing community needs and expectations.

Action Statements

4.1C.2a. Identify means of measuring citizen satisfaction with police services.

4.1C.2b. Provide timely analysis of crime data so as to adequately plan enforcement strategies.

4.1C.2c. Provide for data systems enhancements to improve data used for resource allocation strategies and changing community conditions.

Goal 4.1D Conduct planning and administration that incorporates interaction with other city departments as well as other agencies, both public and private, where mutual concerns exist which could have impact on the delivery of law enforcement services.

Policy 4.1D.1 Coordinate law enforcement planning with local, regional, State and Federal plans.

Action Statements

4.1D.1a. Identify and maintain liaison with appropriate governmental and private agencies and organizations.

4.1D.1b. Maintain close liaison with Community Development Department, City Attorney, Public Works, other City Departments and community organizations in order to develop a problem solving team approach to resolving issues that contribute to crime and disorder in the City.

- 4.1D.1c. Encourage the development of neighborhood organizations and maintain close liaison with these organizations in order to determine the citizen's concerns about the well-being of their neighborhoods.
- 4.1D.1d. Establish and maintain agreements (plans) for Mutual Aid and Participate in statewide Law Enforcement Mutual Aid Plan.
- 4.1D.1e. Establish and train in local and statewide Mutual Aid procedures.
- 4.1D.1f. Participate in Major Disaster Preparedness planning at all levels of government.

Policy 4.1D.2 Provide effective and efficient management of Public Safety resources.

Action Statements

- 4.1D.2a. Monitor actions of appropriate governmental legislative and regulatory bodies which impact Department planning and operations.
- 4.1D.2b. Develop proposals and apply for appropriate governmental grants.
- 4.1D.2c. Provide professional input to assist Council when considering community position on legislative issues.
- 4.1D.2d. Monitor the development of technology and apply appropriate technology in order to enhance Police Services.

Goal 4.1E Sustain a highly trained police services division in order to assure that police services are provided in a quality and efficient manner.

Policy 4.1E.1 Train and develop employees to meet state and local standards.

Action Statements

- 4.1E.1a. Provide skills training to employees to enhance performance.
- 4.1E.1b. Provide in-service training to maintain proficiency and provide technical development to personnel.

Fire Services Sub-Element

Introduction

A major function of municipal services is the protection of life, property, and the environment from the ravages of fire or other disasters which could threaten the local community.

Sunnyvale is a relatively fire safe community as its past fire experience demonstrates. However, as in any city, the potential for serious fire events is ever present. A highly trained and well-equipped fire service must be ready to respond not only to fires, but to other situations requiring particular expertise.

The Public Safety concept of training personnel to perform both police and fire duties has been in effect in Sunnyvale since 1950. This has resulted in a proven and effective integrated system for delivering emergency services. Community expectations, legal mandates, and technological advances, however, have expanded the original duties associated with the fire service and have led to more specialized assignments requiring increasingly higher levels of expertise and training. Fire Services Division personnel are responsible for providing ongoing technical inspection and regulation of complex industrial chemical processes as well as mitigating the impacts of hazardous materials under emergency conditions.

An ongoing program for creating a fire and life safe physical environment remains a high priority. Projects are tracked from the time of original building plan review through the periodic inspection of completed and occupied structures.

A variety of other events, occurring around-the-clock, require the fire service for immediate assistance. Injury accidents occur in the home, at the work place, or on the roadway. Life threatening illness strikes without warning. These situations require emergency medical care. Again, the nearest fire company is most often the first on the scene. Increasing sophistication in technique and technology affords a greater chance of survival for the patient.

The complex nature and diversity of these duties depends upon a strong support system in order to be effective. This includes, among others, such considerations as personnel employment and assignment standards, training programs, specialized apparatus and equipment needs, operational and legislative policies, and information management systems. All of these components are an integral part of the community's efforts to provide a full range of fire services.

Purpose

The Fire Services Sub-Element of the General Plan has a three-fold purpose. First, it describes the existing and expected conditions which affect the delivery of fire services in the City. Secondly, as an update, it audits and evaluates past initiatives as a measure of progress. Thirdly, it provides direction for the present and the future through a set of related goals, policies and action statements which chart the steps necessary to provide a desired level and quality of fire services.

This Sub-Element is one of the three major protective service areas which comprise the complete Public Safety Element of the City's General Plan. Each Sub-Element, that of Law Enforcement, Fire Services, and Support Services, is closely related because of many common

issues present in the concept that combines the City's protective services into a single Department of Public Safety.

Major Facts and Findings

A number of major facts and findings were identified from information contained in this Sub-Element and form the basis for specific goals and policies that are preserved on the following pages.

1. Sunnyvale's Public Safety system of training and assigning personnel to perform both fire and police duties has been an effective method of providing protective services to the community. While the concept is still valid, a review of present assignment practices may be required in view of emerging training needs.
2. There are many inter-dependent issues and activities between the Fire Service, other programs and departments within the City, and other government and private agencies.
3. A variety of factors determine the level of fire and life safety in the community and the requisite activities of the fire service. Some can be predicted and can be influenced while others cannot.
4. The character and quality of the City and its demographics present a current day picture generally free of major fire problems. Over the long term some single incident building fires will result in large monetary losses, however the general trend will be for relatively low fire loss experience.
5. Building fires are the foundation for most firefighting, training, equipment, and policy decisions. While representing only a small percent of total calls for service, building fires pose the greatest threat to life safety and high dollar property loss.
6. An orderly and effective system of command and control is essential to the successful management of emergency operations.
7. Major emergencies can exceed the capabilities of a single fire department and neighboring fire jurisdictions should have detailed plans to provide mutual assistance when necessary.
8. The highest level of response activities, more than 60 percent of total calls for service each year, are related to medical emergencies requiring first aid, resuscitation, or rescue. Fire services response to emergency medical calls is a critical element in an effective regional EMS system.
9. Although the widespread use of hazardous materials in local industry and business is diminishing in the community, chemicals are still a significant concern. They are known to pose a serious health threat to the environment and to citizens and emergency responders who may be exposed to them because of mishap or negligence in their use. The result has been regulations and a significant area of responsibility for the fire service.

10. A quick response to emergency incidents is essential to life saving operations and to the control and reduction of property damage.
11. The equipment of Sunnyvale's fire service are in generally excellent condition. A high priority is given to the purchase, maintenance and replacement of equipment having a direct relationship to both emergency response and to the health and safety of citizens and firefighters.
12. Sunnyvale's training facility and fire stations, while well maintained and strategically located, are in need of redesign to reflect the changing activities of the fire service and the needs of the community.
13. A strong prevention program is a necessity for a fire- and hazard-safe community. An appropriate combination of building and life safety codes, ordinances, permitting processes, inspection and enforcement efforts, and public education are all vital components of such a program. Its design must incorporate business concerns. The City has taken a leadership role in the simplification of the regulatory maze confronting business and industry which has been created by competing and layered government bureaucracies.
14. Fire Service has an obligation to bring fire safety education not only into schools and private homes, but to occupancies with greater than average fire and life hazard potential, such as hotels, restaurants, nursing homes, and other public assemblies.
15. Fire departments are representative of the local community that supports them. The impression they make on citizens affects how citizens view their government. Moreover, since fire stations are strategically located throughout the City, they can service as referral or dispensing agencies for a wide range of community activities.
16. The Public Safety concept of dual training and rotation of assignment to both police and fire duties requires constant training and evaluation. This is particularly true for some specialized assignments requiring highly technical knowledge and for the many manipulative skills necessary for fire service activities.
17. Technology that has great potential for assisting in fire service operations is being widely developed and marketed.
18. Efficiency and timeliness of record storage/retrieval, information management, and reporting methods are essential to both routine and emergency activities. Knowledge of how well the fire service is doing and of how practices should change to improve performance depends on a system that can meet these needs.

Assumptions

The goals, policies, and action statements within the Fire Services Sub-element are based on certain assumptions. They include:

1. The citizens of Sunnyvale desire a community that is safe from fire and other hazards that have a negative effect on their lives and environment.

2. The potential for serious building fires and other hazardous events is ever present in every community. Sunnyvale is no exception.
3. A highly trained and well-equipped fire suppression force is necessary in order to provide 24 hour response to a variety of emergency and urgent requests for service.
4. Effective delivery of fire services is significantly dependent upon a number of programs and Departments within the City.
5. Fire services response to emergency medical calls is a critical element in an effective regional EMS system.
6. Fire service responsibilities will continue to include provision for the inspection and control of hazardous materials.
7. A rapid response and effective actions by fire services personnel directly affects the extent of injuries, patient survivability, and property damage resulting from an emergency incident.
8. The number and severity of fires and other hazardous events can be positively influenced by appropriate codes and ordinances, inspection and enforcement efforts, and a continuous program of public education.
9. Effective command and management is enhanced through a reliable system of communications, data processing, internal policies and procedures, participation, and cooperation with other agencies and organizations.

Goals and Policies

Goal 4.2A Provide a fire service response system that will control the spread of fire in buildings and other properties and maintain minimal casualties and property loss from fire and other related emergencies.

Policy 4.2A.1 Assure that equipment and facilities are provided and maintained to meet reasonable standards of safety, dependability, and compatibility with fire service operations.

Action Statements

- 4.2A.1a Work cooperatively with the appropriate City Departments in issues related to the acquisition, use and maintenance of equipment. Assign highest priority to emergency equipment.
- 4.2A.1b Research new equipment and replacement needs and recommend purchases with specifications that meet industry and professional standards, local needs, and Public Safety requirements.
- 4.2A.1c Meet or exceed the manufacturers' recommended standards for the frequency of testing of apparatus and equipment, and correct deficiencies.

4.2A.1d Conduct effective in-service maintenance and inspection of facilities and equipment.

4.2A.1e Work cooperatively with the appropriate City Departments in issues related to the acquisition, use, maintenance, and modification of facilities.

Policy 4.2A.2 Provide training that is adequate for required duties.

Action Statements

4.2A.2a Provide coordination for all training activities within the Fire Services Division.

4.2A.2b Identify in-service training requirements by test and inspection and by observing performance at emergencies.

4.2A.2c Meet or exceed recommended or mandatory training for the fire service.

4.2A.2d Provide specialized training to establish a high level of expertise for extremely hazardous or critical operations.

4.2A.2e Study the effectiveness of a firefighters physical fitness program and the impacts it may have on job performance.

Policy 4.2A.3 Respond to requests for services.

Action Statements

4.2A.3a Give highest priority to emergency calls so that responses are made within an average time of 5.6 minutes or less and within 6 minutes or less 90% of the time from receipt of call.

4.2A.3b Coordinate with the Department of Public Works to provide traffic signal controllers, street signing, and other methods which reduce response times.

4.2A.3c Seek improvement of dispatch and response policies, provide resources, and implement changes that may favorably affect response times. Analyze response time data.

4.2A.3d Annually review data in regard to calls for service, response times, and changing risk probabilities. If annual data reveals a deterioration in service levels, consider initiating needs analysis for additional or relocated facilities, additional apparatus and/or additional personnel.

4.2A.3e Investigate and identify factors that cause or may cause injuries or property damage when responding to calls and take corrective actions.

Policy 4.2A.4 Conduct field operations and emergency scene management in a safe, effective, and efficient manner.

Action Statements

- 4.2A.4a Be sensitive to conditions that may be potential fire or safety hazards in buildings and other properties and maintain liaison with appropriate departments and agencies to correct those conditions.
- 4.2A.4b Maintain a system of pre-fire surveys for selected buildings and provide critical information that is immediately available to responding emergency personnel should an incident occur. Consider electronic technology to provide survey information "on-line" at emergency scenes.
- 4.2A.4c Maintain liaison with the Department of Public Works to assure an adequate and well-maintained water supply system for fire suppression purposes.
- 4.2A.4d Identify and adopt methods and policies which provide safety, improve communications, and enhance command and control of emergency incidents. Adopt State Emergency Management System (SEMS).
- 4.2A.4e Maintain policies and agreements with other agencies that provide for mutual emergency assistance when required.
- 4.2A.4f Take measures that reduce the number of false or malicious alarm reports.
- 4.2A.4g Participate in regional efforts to create utilities geo-base with on-scene access to digital mapping.

Goal 4.2B Provide effective response capability for non-fire incidents that may directly endanger the lives, property, and well being of the community.

Policy 4.2B.1 Provide immediate life support to those who are threatened by situations requiring emergency medical services or rescue.

Action Statements

- 4.2B.1a Meet or exceed mandated minimum standards of training for emergency medical response personnel.
- 4.2B.1b Study, and where feasible, provide alternate methods of emergency medical service delivery when it is determined to be more efficient and beneficial to those in need. Consider EMT-P level training.
- 4.2B.1c Maintain liaison with the County Emergency Medical Services Agency and other agencies involved in the Emergency Medical System.
- 4.2B.1d Monitor performance results of EMS providers to assure adequate levels of service delivery and if appropriate study the feasibility of city operated EMS.
- 4.2B.1e Participate in joint agency mass casualty and medical disaster drills and maintain capability for response to actual situations.
- 4.2B.1f Participate in County EMS Design Committee.

Policy 4.2B.2 Operate a response system that will provide effective control and investigation of hazardous materials emergencies.

Action Statements

4.2B.2a Provide a specially trained and equipped response team capable of mitigating emergencies resulting from hazardous materials leaks, spills and discharges and conduct related inspections and permit activities.

4.2B.2b Complete required reports and conduct follow-up investigations when necessary.

4.2B.2c Consider electronic technology to provide Hazardous Materials Management Plan (HMMP) information "on-line" at emergency scenes.

4.2B.2d Consider regional hazardous materials response system.

4.2B.2e Study potential impacts of emerging bio-technology on response capabilities and related inspection and permit activities.

Goal 4.2C Reduce the demand for fire suppression and hazardous materials response, reduce the severity of the incidents and provide protection for the lives, welfare, and environment of people within the community.

Policy 4.2C.1 Apply demand management principles to control hazards through enforcement of fire and life safety codes, ordinances, permits and field inspections.

Action Statements

4.2C.1a Revise and adopt appropriate codes, ordinances, and policies significant to fire and life safety issues.

4.2C.1b Assist local industry and residents by timely review of building plans and applications for permits in order to enhance understanding and consistency in interpreting code requirements.

4.2C.1c Review proposals for new or rehabilitated properties so that minimum protection standards for access, water supply, fire resistive construction, exiting, fire protection equipment, and control of hazardous processes are considered.

4.2C.1d Conduct building and permit inspections for safety at a frequency sufficient to promote compliance with appropriate codes and ordinances.

4.2C.1e Provide a fire investigation system that will determine the cause of fires and provide adequate collection of data. Pursue the arrest and prosecution of those responsible for arson.

Policy 4.2C.2 Coordinate a comprehensive program designed to control and mitigate harmful effects resulting from the storage, use and transport of hazardous materials.

Action Statements

- 4.2C.2a Conduct inspection and permit activities consistent with laws and requirements governing the use and storage of hazardous substances.
- 4.2C.2b Participate in cooperative efforts directed toward remedying problems associated with hazardous materials.
- 4.2C.2c Make appropriate notifications and maintain liaison with other agencies and departments concerned with or responsible for testing, monitoring and cleaning up hazardous contamination. Maintain records concerning status.
- 4.2C.2d Secure evidence and pursue prosecution and/or cost recovery for illegal or negligent activities concerning the use, storage and transport of hazardous materials.
- 4.2C.2e Participate with business in local, regional and state initiatives to streamline the regulatory process.
- Policy 4.2C.3 Heighten public consciousness of fire and life safety in ways citizens can not only prevent fires from starting but react properly to emergencies when they occur lowering the demand for services.

Action Statements

- 4.2C.3a Provide a means to assist local business and industry with their in-house fire prevention programs.
- 4.2C.3b Participate with schools in a comprehensive fire safety and fire education program targeted at early elementary school students.
- 4.2C.3c Sponsor an annual fire safety awareness campaign which involves active participation by elementary school students.
- 4.2C.3d Maintain effective liaison with the news media.
- 4.2C.3e Provide appropriate talks, tours and demonstrations regarding fire safety and suppression methods.
- 4.2C.3f Disseminate fire and life safety information materials. Release special public warning notices when necessary to inform of a particular or unusual hazard.
- 4.2C.3g Coordinate fire and life safety education activities through the Community Services Bureau.
- Goal 4.2D Provide planning and administration while maintaining liaison with other agencies and organizations to provide a quality level of fire services to the community.
- Policy 4.2D.1 Adjust to changing service requirements, new laws, regulations, policies, technologies and changes occurring in the Community.

Action Statements

- 4.2D.1a Develop and maintain data processing systems capable of providing information for operational and management analysis.
 - 4.2D.1b Cost effectively allocate personnel and equipment to each fire district and all fire service activities.
 - 4.2D.1c Review and apply new regulations and legislative requirements that affect emergency service delivery, planning and program operations.
 - 4.2D.1d Develop and apply internal planning, policies and procedures consistent with operational needs.
 - 4.2D.1e Evaluate personnel, facilities and equipment through periodic inspections.
 - 4.2D.1f Provide a work environment that encourages personal growth, challenge and participation. Participate in City-wide Continuous Quality Improvement activities.
- Policy 4.2D.2 Work cooperatively with other agencies and organizations when addressing issues that affect fire services.

Action Statements

- 4.2D.2a Study benefits of participating in future ISO Rating Schedule evaluations.
 - 4.2D.2b Maintain professional memberships and participation with appropriate fire service and public administration organizations.
 - 4.2D.2c Participate in Emergency and Disaster Preparedness planning at all levels of government. Participate in the City's Emergency Management Organization.
 - 4.2D.2d Provide fire station facilities for civic and charitable uses consistent with City policy.
- Policy 4.2D.3 Take all viable opportunities to include the principles of demand management in decision making processes.

Action Statements

- 4.2D.3a Incorporate market-based pricing to the extent possible when fees are being set or adjusted.
- 4.2D.3b In decision making with regards to proposed expansion or creation of services thoroughly analyze demand and the implications of the proposal on future demand.
- 4.2D.3c Modify or revise unit definitions and performance indicators which may be demand creating wherever applicable.

Support Services Sub-Element

Introduction

The primary mission of the Sunnyvale Department of Public Safety is the efficient and effective provision of public safety services. To accomplish this mission, the Department is divided into three operating Divisions: Police Services Division, Fire Services Division and support Services Division. The Police and fire Divisions provide the actual "line" services while the Support Services Division provides those support functions (training, planning and research, recruitment and selection, records, property management and communications) necessary to the accomplishment of the overall public safety objective.

Public safety service is a profession, and like all professions, there is a body of knowledge that must be attained and certain standards that must be met. It is through the training function that the Support Services Division assures that this knowledge is present and that accepted standards are maintained. The concept of training all sworn employees to perform both police and fire duties has, since 1950, proven to be a viable alternative to the traditional approach of public safety service delivery. It is not, however, without its drawbacks. The degree of influence being exerted by State regulatory agencies coupled with the necessity to train the sworn work force as generalists, and yet accommodate the increasing need for specialization, is truly a training challenge being addressed daily.

The Planning and Research function encompasses a multitude of duties each essential to the operation of the Department. These duties include fiscal affairs management, administrative analysis, conducting special studies and the coordination of citizen volunteer usage within the Department.

The Department, like any organization, is dependent upon the quality of its employees for the organization's success. The Public Safety Department currently enjoys a reputation for excellence and is recognized as one of the most progressive public safety organizations in the Country. This reputation is, in part, due to the caliber of personnel selected for positions within the Department by the Support Services Division staff. While administrative responsibility for recruitment and selection rests with the Human Resources Department, the Support Services Division is, operationally, the driving force.

The protection of life and property and the preservation of order are primary public safety service goals. Following closely behind these two goals is the preparation, collection, storage and retrieval of information. This function is vital to the public safety process. Providing information to citizens, employees, the judicial system and other State and Federal agencies is the responsibility of the Support Services Division.

The identification and accounting for all property under the control of the Department is an operational necessity and legal requirement. Property includes safety equipment purchased by the City for the employee's on-duty personal use, evidence collected during a criminal investigation, and found property collected for safekeeping until the owner can be identified. Also included under Property Management is the coordination with other City departments that is necessary to assure that all City facilities assigned to the Public Safety Department are maintained and meet Department needs.

Providing emergency communications services in a timely and effective manner is dependent upon a responsible, knowledgeable Communications Unit equipped with up-to-date equipment

and information systems. The Department utilizes modern technology to support the deployment and tracking of police and fire units and to provide the statistical basis for monitoring the effectiveness of emergency services.

Purpose

The Support Services Sub-Element is one of three Sub-Elements that make up the Public Safety Element of the City's General Plan. The purpose of this document is two-fold. First, it describes the existing status of the various support units that make up the Division. It identifies the factors, both internal and external, that exert significant influences upon these units' ability to accomplish their particular mission. Further, trends and expectations for the future are identified.

The second purpose for the document is to provide direction for the present and for the future through articulated goals, policies and action statements that will assure the Department's ability to deliver the desired public safety services.

Major Findings

The following major findings are derived from the information presented within this document. These findings form the basis for the goals and policies which follow.

- The public safety concept of training all sworn employees as generalists in the provision of police and fire services is currently an efficient and effective method of providing services to the community. However, as the need for specialization grows, the efficiency of this particular concept must be re-evaluated.
- Technological advances in fields of public safety communications, data processing, investigative and fire control techniques will continue to occur in the immediate future and offer opportunities to improve services.
- Federal, State and local legislative bodies exert a significant influence upon the various activities required of the Support Services Division.
- A diminishing labor pool, coupled with the high cost of housing in the immediate Sunnyvale area, is affecting the Department's ability to recruit and retain quality personnel.
- External demands for public safety information have been increasing. Judicial rulings will significantly impact the records management function.
- Existing Public Safety facilities are adequate for today's needs. However, the future adequacy of these facilities must be periodically evaluated.
- The number of non-English speaking persons requesting public safety services is increasing. The Department's ability to communicate effectively with these people must be closely monitored.

Goals and Policies

In this section of the Support Services sub-Element, an integrated set of goals, policies and action statements are presented. These commitments govern the provision of support services to the line Divisions of the Public Safety Department. The goals and policies reflect the general direction of efforts that are necessary for the comprehensive delivery of efficient and effective public safety services. The action statements reflect specific ways to achieve the desired results.

The Sub-Element is one of three in the Public Safety Element of the City's General Plan. The very nature of the services provided by the Support Division dictates the necessity for strong interrelationships with various other Sub-Elements if the provision of Support Services is to be effective.

The goals, policies and action statements within the Support Services Sub-Element were developed based on several basic underlying assumptions. They include:

1. The citizens of Sunnyvale desire a community safe from crime, fire, social disorder and other hazards.
2. A highly trained force capable of delivering all public safety services is necessary to provide 24 hour response to a variety of emergency and non-emergency requests for service.
3. For the current public safety concept to remain viable, the Department must continue to avail itself of all practical technological advances.
4. The Department will continue to comply with all mandatory requests for information as well as those non-mandatory requests from State and Federal agencies.
5. Effective command and management is enhanced through a reliable system of communications, data processing, internal policies and procedures and participation and cooperation with other agencies and organizations.

Goal 4.3A Sustain a quality work force in order to assure that Public Safety Services are provided in a quality and efficient manner.

Policy 4.3A.1 Train and develop employees to meet state and local standards.

Action Statements

- 4.3A.1a. Provide skills training to employees to enhance performance.
- 4.3A.1b. Provide recruit and basic training to ensure the highest quality of entry level personnel.
- 4.3A.1c. Provide in-service training to maintain proficiency.

Policy 4.3.A.2 Maintain a recruitment and selection process that ensures a highly competent work force meeting City affirmative actions goals.

Action Statements

4.3A.2a. Select candidates based on merit and fitness.

4.3A.2b. Actively recruit women and minorities for vacancies in the Department.

Goal 4.3B Facilitate quality decision making, through planning and research.

Policy 4.3B.1 Maintain knowledge of technological advances, current trends and issues that impact Public Safety services.

Action Statements

4.3B.1a. Review Public Safety related literature to maintain an awareness of innovations in Public Safety service delivery.

4.3B.1b. Monitor citizen perception of the quality of Public Safety service delivered.

4.3B.1c. Maintain active representation in professional organizations to facilitate information exchange.

Policy 4.3B.2 Provide alternative options to enhance the effectiveness of Public Safety operations.

Action Statements

4.3B.2a. Compile and analyze statistical data to ascertain the effectiveness of Public Safety operations

4.3B.2b. Research the impact of proposed service level changes.

4.3B.2c. Periodically review the current public safety concept to assure that it is a viable alternative to the provision of services.

Goal 4.3C. Enhance and facilitate department operations by providing document management data processing and all other information management functions.

Policy 4.3C.1 Provide accurate and efficient document management.

Action Statements

4.3C.1a. Store documents in the most appropriate medium to ensure accessibility depending upon the demand for the information.

4.3C.1b. Ensure all records are made available for the public upon request and in compliance with all laws and ordinances relating to their release.

4.3C.1c. Destroy official records in a timely manner consistent with all laws and ordinances regulating such destruction.

Policy 4.3C.2 Provide program support and statistics.

Action Statements

4.3C.2a. Provide statistics and report generation in a timely and efficient manner in response to requests.

4.3C.2b. Create "user friendly" system to enable staff to generate customized reports on an as-needed basis.

4.3C.2c. Provide staff training to enable end users to access on-line information.

Goal 4.3D. Provide Emergency Communications Services.

Policy 4.3D.1 Provide emergency communications services 24 hours a day 100% of the time

Action statements

4.3D.1a. Assure the answering of emergency telephone calls to the Department 24 hours a day.

4.3D.1b. Assess the need for emergency translation services for non-english speaking requestors of emergency Public Safety services.

4.3D.1c. Assure effective deployment of sworn personnel through radio communications.

4.3D.1d. Implement appropriate Department standards to assist in more efficient, timely emergency response.

4.3D.1e. Provide staff training to optimize emergency response actions.

Goal 4.3E Assure that the property safety and physical needs of the Department are met.

Policy 4.3E.1 Assure that City facilities used by the Department are safe, well maintained and contribute to the efficient delivery of services.

Action Statements

4.3E.1a. Monitor trends and changes within the community and the Department.

4.3E.1b. Monitor the physical condition of Public Safety facilities and coordinate corrections as needed.

4.3E.1c. Provide a work environment with adequate equipment and supplies to support department activities.

Policy 4.3E.2 Provide personal safety equipment consistent with legal requirements and City policy.

Action Statements

4.3E.2a. Maintain equipment that will enhance the productivity and safety of employees.

4.3E.2b. Identify and evaluate personal safety equipment needs.

Policy 4.3E.3 Catalog, store and monitor evidence and property to support Public Safety operations.

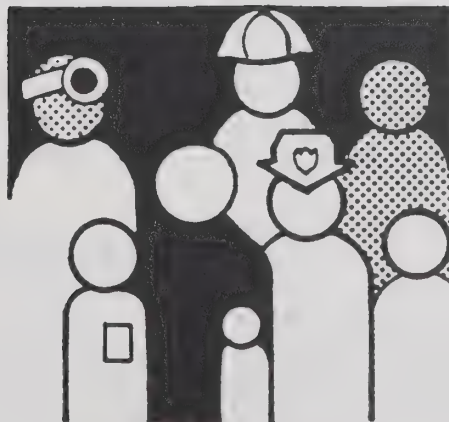
Action Statements

4.3E.3a. Maintain a system of property management to assure compliance with state law and local policy.

4.3E.3c. Assure that all evidence and property is safely and securely stored.

5. Socio-Economic Element

The social and economic factors that affect its citizens in the home, workplace and everyday activity is a major concern of the City. The Socio-Economic Element of the Sunnyvale General Plan deals with quality of life issues in Sunnyvale. The Socio-Economic Element addresses problems and identifies goals and policies concerning health, social services, economy, employment, and education.



Socio-Economic Element

Introduction

The Socio-Economic Element is one of seven elements of Sunnyvale's General Plan. Though State law requires cities to adopt general plans that cover certain topical areas, it is the City's policy to adopt elements (and sub-elements) that address all areas in the City's sphere of influence. The socio-Economic Element is an optional element, not required by the State.

All elements and sub-elements of the General Plan include a review of community conditions, identification of community condition indicators that can be monitored through time, and established City goals, policies and action statements that relate to the issues reviewed in the community conditions section of the element. The Socio-Economic Element follows this same format. The five chapters of the Economic Element dealing with the community conditions are as follows:

1. Demographics and Neighborhoods
2. Economy, Business and Employment
3. Education and Training
4. Health Care and Social Services
5. Human Services Planning

The Socio-Economic Element is unique from other elements in that it generally reviews topics of interest to the City in areas where the City provides few direct services. The topics addressed in the Element could best be described as those that have a great deal to do with the quality of life in Sunnyvale and are of considerable interest to City policy makers, but that are not the central topics of other elements or sub-elements of the City's General Plan. In a sense, this Element primarily deals with the scope of human needs of the City from the frame of reference of health and social welfare.

This Element is also unusual because there is some duplication with the subjects of other elements. Though all of the elements are in many ways related, this is particularly true in this case because of the emphasis on the human aspect of the community. To the extent possible, this Element deals with topics not addressed by other elements, but some overlap is necessary since human needs are addressed in part by all municipal services. Where appropriate, the overlap is cross-referenced in the community conditions section.

As noted above, there are five chapters of community conditions in the element. In addition, there is a section of community condition indicators and a section of goals, policies and action statements. The contents of the chapters are as follows:

Chapter I. Demographics and Neighborhoods

This chapter provides a profile of the demographics of the City of Sunnyvale. Statistical data, primarily drawn from the 1980 Census, is analyzed for the City as a whole and among the City's eight planning neighborhoods. Analysis of the neighborhood demographics focuses generally upon the differences among neighborhoods as compared to the City as a whole.

The Census data is the basic statistical information used to establish the demographic characteristics of the City. Though this information is dated, it is used because it represents

a constant basis for future comparisons of characteristics. Though in many cases there is additional statistical information available, it is often drawn from extrapolations of the 1980 Census data and the relative comparisons remain the same. The report notes where there is significant reason to believe that some of the demographic characteristics may have changed. Also, the three chapters that follow rely upon more timely data and add depth to the demographic information provided in this first chapter. This chapter, as it reports out data about Sunnyvale, is factual as opposed to issues oriented. Issues are dealt with in subsequent chapters.

Major Findings

Sunnyvale, with a population of over 117,000, is a diverse community. The minority population is about 30%. The largest minority group is of Asian descent, with those of Hispanic descent a close second. As of 1980, Asians represented 14% and Hispanics nearly 12% of the population. As a group, Sunnyvaleans tend to be well educated and have a high income, though this affluence is not universal throughout the City. An unusually high percent are residents in the work force, and the labor participation rate of women is also high. Many of these women head single parent households.

There is a growing population of persons aged 55 or older and the relative percentage continues to increase, while the number of children is increasing only slightly. This increase in children is a significant departure from the late 1970's and early 1980's, when the number of children dropped precipitously. The median age among residents in 1980 was 31.1 years, up from 25.3 in 1970.

Chapter II. Economy, Business and Employment

This chapter provides a brief history of Sunnyvale from the context of its economic growth and business opportunities. Three major issues are also addressed: industrial growth limitations; changing industrial composition and workforce displacement; and commercial and downtown revitalization.

Major Findings

Sunnyvale has emerged as a leading industrial center, with its industrial growth largely promoted by high technology industries. Known as the "Heart of Silicon Valley", Sunnyvale has over 136,000 workers employed by Sunnyvale businesses. The economy is believed to be reasonably resilient to downturns, and it is projected that there may be as many as 158,000 workers by the year 2000.

While the economic growth has brought many benefits to Sunnyvale, continued job growth in Santa Clara County will intensify the adverse effects of industrialization: congestion, pollution and housing shortages. Sunnyvale is a leader in regional efforts to address these issues. Continued commitment on the part of Santa Clara County cities to address these issues is critical to maintain the quality of life of the region and to maintain the strong industrial base of the region. There is a possibility of a labor shortage in the late 20th/early 21st century that would have an adverse economic effect on the region.

Sunnyvale has been successful in revitalizing its commercial areas, particularly along El Camino Real and Mathilda Avenue. Part of the downtown area has also been revitalized through a redevelopment project, and it is the City's intention to complete the downtown revitalization by encouraging private development.

Chapter III. Education and Training

This chapter identifies education and training opportunities available to Sunnyvale residents and addresses significant issues. The review of educational opportunities identifies the school districts that serve Sunnyvale and some of the issues they face. The review of training focuses largely upon the services offered by the City's Department of Employment Development funded by the Job Training Partnership Act.

Major Findings

Sunnyvale is served by five different school districts and eight private schools. Only Sunnyvale School District (K-8) serves Sunnyvale residents exclusively. The other districts that serve part of Sunnyvale include the Fremont Union High School District, Santa Clara Unified School District (K-12) and Cupertino School District (K-8). Foothill/De Anza Community College District (junior college) includes Sunnyvale in its service area. There are also many fine colleges and universities available to residents, including San Jose State University, University of Santa Clara and Stanford University.

The number of school age children in Sunnyvale declined from 26,949 in 1970 to 20,585 in 1980, a 24% decrease. This trend continued until about 1985 for grade school-aged children, when the grade school enrollment bottomed out and enrollment increases became evident. This enrollment decline led to the closure of one high school and over a dozen other school sites in Sunnyvale alone. Those districts serving grade school children are now considering re-opening some closed sites to handle projected enrollment increases, though the increases are not projected to approach 1960/70 levels again.

Another prominent enrollment trend is the dramatic increase in minority enrollments. The minority enrollment in Sunnyvale School District exceeds 50% and is increasing. This has implications for educational services provided by the District and public services provided by the City. Related to the decline in enrollment is a decline in State funding for education. Local school districts operate under tight budgets, resulting in not only the closure of schools but also reductions in important services such as school libraries, counseling, sports programs and other traditional school services. The funding dilemma affects the quality of the educational experience and has implications for public services offered by the City.

The school districts serving high school and college age students offer adult education and vocational educational opportunities. The City operates the NOVA Job Training Consortium through its Department of Employment Development. Funded under the Job Training Partnership Act (JTPA), NOVA provides employment and training services to North Santa Clara County cities and has been very successful, as evidenced by the national recognition it has received. Due primarily to a problem with the national funding formula, it faces a funding shortfall from year-to-year that places its future existence in jeopardy.

Chapter IV. Health Care and Social Services

This chapter reviews the network of health and social services provided by human service agencies. This chapter also focuses upon several current and emerging issues, including:

- Crisis intervention and emergency services
- Single parent families and childcare services
- Substance abuse/counseling services
- Homeless/Housing Services
- Refugee Services
- Senior services
- AIDS Disease
- At Risk Youth

Major Findings

Sunnyvale residents have good access to health care. The closest full care facilities are El Camino Hospital in Mountain View and Kaiser Hospital in Santa Clara. Sunnyvale Medical Clinic is the largest health care provider in Sunnyvale. Other than for emergencies, Medi-cal patients must travel to Santa Clara Valley Medical Center (SCVMC) in San Jose for treatment. There is a problem with providing care to indigent, uninsured patients who are treated at SCVMC since state funding annually falls millions of dollars short of covering the costs.

Major health care issues include a skilled nursing shortage; the high cost of health care and the expanding costs of health care insurance and workers compensation programs; substance abuse and treatment programs; and the AIDS epidemic and the need for better education and treatment. The AIDS epidemic will likely be on the forefront of the public agenda for years to come.

There are numerous agencies that provide social services to Sunnyvale residents. The United Way of Santa Clara County has a major determination in the priorities and needs to be addressed by the array of nonprofit agencies that provide human services, since United Way provides essential grant money to these agencies. Santa Clara County is the government agency with the vested responsibility to address many human service needs. Unfortunately, government funding, often through the County, has been continually declining since 1980, so nonprofits have turned to other sources for funding, including cities.

Cities fund a number of organizations that provide human services for their residents. Sunnyvale has an Outside Groups Funding Policy and a Human Services Policy that provide an orderly process for analyzing requests for funds and identify appropriate criteria for considering their request for funds. Organizations qualifying for funds must demonstrate that their programs are directly associated with existing City goals, objectives and action plans. In addition to funding nonprofit agencies to provide human services, the City itself, through its NOVA Program and through the Senior Center, is heavily involved in providing an array of social services to its residents.

A need for certain crisis intervention/emergency services was identified. Among the most acute needs are ongoing support for domestic violence programs, youth counseling services, emergency housing, and inpatient care facilities for the mentally ill.

The issue of available and affordable child care is being debated at all levels of government. Santa Clara County (and Sunnyvale) has one of the highest female labor participation rates in the nation. Although it is known that there is a shortage of child care in Sunnyvale, it is difficult to quantify the extent of the problem. The lack of child care and poor quality child care has social costs. There is a need for all sectors, including government and the private sector, to address this national dilemma.

The City has been active in supporting child care for a number of years. The City established a model child care center at a closed school site facility in 1980, and this child care center remains in operation today. The City has funded a seed program to market employer-customized child care and is providing a registered after-school recreation program. Child care is provided for all participants in job training through the NOVA Program. In addition, in 1988, the City undertook a major study of child care, though the results of the study were not available when this document was prepared.

Sunnyvale has experienced an increase in the population of older residents. This general trend is occurring nationwide, though in Sunnyvale it has been fairly dramatic. Recognizing the need for expanded services for seniors, the City developed a Multi-Purpose Senior Center that was opened in 1982. In addition to providing recreation services, other health and human services agencies are encouraged to co-locate at the facility to provide the broad scope of senior services at one facility.

Identified needs for seniors include the need for escorted transportation and transportation subsidies, in-home care, crime prevention, senior day care, specialized health care, affordable housing, and job search assistance. Some services that address these needs are available through the Multi-Purpose Senior Center. The City also provides funding to nonprofit groups that address those needs.

Another issue is the problem of substance abuse. It is estimated that perhaps as much as 15% of the Santa Clara County workforce is addicted to drugs and/or alcohol. Numerous programs provide treatment, crisis hotlines, counseling, referral and education, but solutions to primary and secondary problems of substance abuse are not simple or easily articulated. There is a need to make drug prevention programs more effective and to improve the enforcement capabilities. The City has increased its drug prevention and enforcement capability by increasing its vice squad in 1986/87 to deal with drug dealing and drug abuse by youth, where it is believed the greatest impact can be made. The Public Safety Department has also involved the Fremont Union High School District in the SUSAN Program, where intervention strategies are employed for at risk youth.

Homelessness is a national tragedy. There may be as many as 5,000 people in Santa Clara County who have no place to live on a given day, and there are perhaps 100 to 200 homeless within Sunnyvale. There are many causes of homelessness, but not enough programs to address all of the needs. The high cost of housing in Santa Clara County only contributes to the problem. The City provides funding through the Emergency Housing Consortium located at Agnews State Development Center to provide temporary shelter for homeless individuals from Sunnyvale. Also, Sunnyvale Community Services has emergency services available to deal with the temporary emergencies. There is a need for expansion of services and facilities and for shelters for all homeless persons during cold winter nights.

The San Francisco Bay Area has been a magnet for refugee settlement. In the late 1970's and early 80's, Santa Clara County experienced a vast influx of Southeast Asian refugees. This influx heavily taxed the ability of the human services system to meet the needs of the new population. Those refugees who have little resources face many problems in their struggle in this country; among them is finding affordable housing, employment, and medical care. Refugees also face forms of discrimination. The City has accommodated refugees through many of its services, most notably NOVA employment and training services and Library services. In addition, language translation services are available city-wide. Public agencies will need to make additional efforts to ensure multi-cultural sensitivity in providing services and providing protection against discrimination.

One of the major social concerns are so-called "at risk" youth. These youth generally represent those who are potential high school dropouts. This is a national dilemma, but one that is also of concern in this community in spite of its relative affluence. There is now a better understanding of the symptoms of at risk youth behavior and early intervention strategies appear to be successful. The SUSAN Program with Fremont Union High School District focuses on these students and attempts to keep them in the mainstream of education. Continued attention to the problem is important, and there is a need for stronger partnership among government, education and the private sector.

In the last 20 years, there has been a major shift in public policies regarding persons with disabilities. Laws enacted by Congress were aimed at enhancing the overall quality of life for disabled individuals. These addressed the removal of architectural barriers, improvements of educational opportunities for disabled children, development of accessible mass transit systems and the establishment of "independent living" as a priority for state vocational programs. It is estimated that 11% of the population of Santa Clara County is disabled. The disabled fall into three general categories; developmental, physical and mental. There are a number of agencies located in the community that serve the disabled population.

The City provides services to those with disabilities primarily through its Parks and Recreation Department and Department of Employment Development. The Assisted Recreation Unit of Parks and Recreation provides a variety of on-going recreational, social and educational opportunities to the disabled. Included among the services is a subsidized transportation program. The Department of Employment Development targets the disabled as a special group and seeks out special agents to augment the service. Continual emphasis needs to be given to ensure that the disabled have access to community resources, housing, employment and recreation and leisure services.

Chapter V. Human Service Planning

Chapter V, the final chapter of the element, provides a framework for the City's human service planning efforts. In a larger sense, human service planning means planning activities that are oriented to meeting the educational, economic, cultural, social, recreational and health needs of people. These human service needs are inextricably tied to other services that governments provide, (e.g., safety services), and that one's sense of wellbeing is based upon the whole environment and its ability to meet the needs of each individual.

Though the definition of human services is a very broad one, the popular usage of the term refers primarily to health services and social services. Thus, we have what are referred to as

"human services agencies" that consist of a vast network of government agencies, nonprofit agencies, and private for-profit agencies that provide these services. In fact, counties in California are often thought of as agencies that provide human services, funded primarily by the State. Conversely, cities in California ordinarily are not considered as providers of human services, and usually provide few strictly health or social services.

When human services planning is discussed in this Element, a broad definition is used which relates to planning of human services policies to achieve a community sense of wellbeing. Human services planning encompasses a holistic perspective of what the city government is all about. It is not a discrete activity that occurs once a year. It is an ongoing sensitivity to changing community trends and needs, and an understanding of how City services are delivered to address those needs.

The City has traditionally taken a limited role in the planning and offering of human services. From a City perspective, the provision of human services in the local community has largely been left up to federal, state and county agencies, and nonprofits. The exception is where the City is the direct grant recipient of federal funds, Federal Community Development Grants and employment and training, when the City is directly involved in providing those specified services.

The City has a Human Service Policy which provides guidance on the City's role in human services. The purpose of the human Service Policy is to recognize human service needs and assure that needs are met in the most efficient and cost effective manner. This policy casts the City in the role of a "gatekeeper" to assure that human service needs in the City are addressed.

The City also has a program that assists the City staff, boards and commissions and Council in evaluating requests from nonprofit agencies for funding and to determine the funding consistent with city-wide priorities. This policy is called the "Outside Group Funding Policy."

As Sunnyvale matures there will be continuing demand for the City to directly assume more nontraditional human services. It is obvious that the City cannot respond to all requests or even take up a significant amount of the slack for federal, state and county reductions should they continue. The City has certain basic services that it is chartered to provide, and fiscal resources have limitations. Therefore, human services planning takes on heightened importance. It must be broad based in approach, and consider as its goal the collective sense of wellbeing of the community.

Assumptions

The goals, policies and action statements included in the Socio-Economic Sub-Element are based on the following assumptions:

1. The current relationship among residential, commercial and industrial development in the City will remain more or less the same in the future, though ways of providing additional housing and reducing future job growth will be considered.

2. Continued economic vitality of the City is important, and the City should take appropriate actions to maintain its economic base.
3. The high cost of housing is a major determinant of who lives in Sunnyvale and strongly shapes the demographics of the City.
4. The population of Sunnyvale, which experienced rapid growth between 1960 and 1980 will grow slowly in the future, to an estimated 123,200 by the year 2000.
5. The proportion of the population of Sunnyvale of older adults will increase, and the demand for services for older adults will increase as well.
6. After years of declining enrollment and school closures, the number of school age children living in Sunnyvale will increase, leading to the reopening of closed schools and changed service demands in the City.
7. The minority population in Sunnyvale will continue to grow, which may require alteration of some services.
8. The Federal Government will continue to reduce its funding for human services to local communities, and community based agencies will continue to request financial support from cities to meet human service needs.
9. The pressure for employment expansion in Sunnyvale will continue, and this should be balanced against the need to provide affordable housing and adequate transportation.
10. The human service needs of the population will continue to exceed the ability of governments and private institutions to meet them.
11. It is not appropriate nor financially feasible for the City to become a major provider of non-traditional (for cities) human services. The primary governmental providers of these services are the County, State, and Federal governments, with the City in a support role.
12. Though the City is now financially sound and able to provide limited support for certain human services programs, unforeseen changes in the environment could force the City to reduce or eliminate some of its funding for such programs.
13. It is appropriate for the City to facilitate the provision of human services and to assure that Sunnyvale residents receive equitable delivery of human services from government and non-profit providers.

Goals and Policies

Demographics and Neighborhoods

- Goal 5.1A. Preserve and enhance the physical and social environment and facilitate positive relations and a sense of well-being among all community members, including residents, workers and businesses.
- Policy 5.1A.1 Encourage citizen and business participation in City policy decisions and civic affairs and assure that all of the City's residents have equal opportunities to participate. (Refer to the Community Participation Sub-element for related goals and policies.)
- Policy 5.1A.2 Strive to assure that all residents have equal access to City services.
- Policy 5.1A.3 Ensure an integrated planning approach that considers all elements of the City's General Plan in establishing long or short-range plans, goals and objectives for the City.
- Policy 5.1A.4 Maintain City facilities and City properties to a high standard of maintenance and promote a positive aesthetic appearance in the neighborhoods.
- Policy 5.1A.5 Maintain City neighborhoods as safe, healthy places to live.
- Policy 5.1A.6 Encourage neighborhood patterns that encourage social interaction and avoid isolation.

Economy and Employment

- Goal 5.1B Maintain and establish policies that promote a strong economy which provides economic opportunities for all Sunnyvale residents within existing environmental, social, fiscal and land use constraints.
- Policy 5.1B.1 Provide existing employers with opportunities to expand employment within land use constraints and in accordance with regional planning goals.
- Policy 5.1B.2 Participate in partnerships with local industry/businesses in order to facilitate communication and address mutual concerns. .
- Policy 5.1B.3 Monitor the effect of City policies on business development and consider the effects on the overall health of business within the City.
- Policy 5.1B.4 Participate in regional efforts to respond to transportation and housing problems caused by economic growth in order to improve the quality of life and create a better environment for business to flourish.

Action Statements

- 5.1B.4a. Support land use policies to achieve a healthy relationship between the creation of new jobs and housing.

- 5.1B.4b. Support regional revenue raising efforts to fund needed highway and transit improvements.
- 5.1B.4c. Support transportation demand management programs and other ride sharing programs county-wide.
- Goal 5.1C Endeavor to maintain a balanced economic base that can resist downturns of any one economic sector.
- Policy 5.1C.1 Support efforts to establish Sunnyvale's downtown area as a strong commercial center for the City.
- Policy 5.1C.2 Monitor revenues generated by different economic sectors on an on-going basis.
- Policy 5.1C.3 Maintain an attractive business community.
- Policy 5.1C.4 Promote business opportunities and business retention in Sunnyvale.
- Policy 5.1C.5 Support land use policies that provide a diversified mix of commercial/industrial development.
- Policy 5.1C.6 Consider development of a strong business retention program.
- Goal 5.1D Support efforts to create employment opportunities for economically disadvantaged individuals, disabled individuals, minorities, women, youth and others with special employment needs.
- Policy 5.1D.1 Support reforms to the welfare system that will provide positive incentives to those on welfare to enter the workforce and decrease welfare dependency.
- Policy 5.1D.2 Support federal programs, such as JTPA, aimed at increasing employment opportunities for groups with special employment needs.

Education and Training

- Goal 5.1E Support efforts to improve the availability and quality of education made available in Sunnyvale.
- Policy 5.1E.1 Support educational reforms that will cost-effectively result in better education.
- Policy 5.1E.2 Support unification of school districts within the Sunnyvale City limits.
- Policy 5.1E.3 Support legislation that will provide appropriate state funding for kindergarten through 12th grade education in Sunnyvale, including funding for extracurricular activities.

- Policy 5.1E.4 Support reforms to the State's school formula based upon average daily attendance to recognize actual needs of funding for schools.
- Policy 5.1E.5 Support legislation returning more local control to boards of education.
- Policy 5.1E.6 Support and/or consider the feasibility of attracting higher education into Sunnyvale and the region.
- Policy 5.1E.7 Support reforms to improve educational quality.
- Policy 5.1E.8 Support appropriate funding for community colleges serving Sunnyvale.
- Goal 5.1F Provide job training and employment services, within constraints of operative Federal regulations and available Federal funding, to address the locally-determined employment and training needs of economically disadvantaged residents and others with special needs.
- Policy 5.1F.1 Participate in JTPA as a service delivery area as long as adequate Federal and State funding for the program is available, legislation remains essentially intact and the program can be cost-effectively administered.

Action Statements

- 5.1F.1a. Develop an annual job training plan responding to local economic needs.
- 5.1F.1b. Support strong private sector involvement (through the Private Industry Council) in developing local program goals and objectives.
- 5.1F.1c. Develop program alternatives to address the unique needs of special populations, such as youth, seniors, the disabled, welfare recipients and others.
- 5.1F.1d. Develop a comprehensive, flexible delivery system oriented to placing participants in employment opportunities with future potential.
- 5.1F.1e. Cooperate to the maximum extent feasible with other Federal, State and local agencies providing similar services or serving common clients.
- 5.1F.1f. Stress performance outcomes in setting program objectives and monitor and evaluate performance in relation to those targets on an on-going basis.
- 5.1F.1g. In event that federal/state funding for job training services is insufficient to continue City sponsorship of a Service Delivery Area, the City will consider alternative delivery systems that will assure effective delivery of job training services to Sunnyvale residents.
- Policy 5.1F.2 Support Federal job training and related legislation that maintains the primary role of local governments for serving economically disadvantaged and others with special needs.

Action Statements

- 5.1F.2a. Support legislation that establishes an active participating role for the Private Industry Council.
- 5.1F.2b. Support legislation that establishes local service delivery areas responsive to local needs.
- 5.1F.2c. Support adequate funding for the program, based upon a formula that is realistically based on the needs of the local areas.

Health and Social Services

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| Goal | 5.1G | Enhance the provision of health and social services to Sunnyvale residents by providing opportunities for the private marketplace to meet the health and social service needs of City residents. |
| Policy | 5.1G.1 | Encourage the co-location of health and social service providers in Sunnyvale to facilitate the availability of such services. |
| Policy | 5.1G.2 | Provide incentives, such as co-location privileges or rent subsidies, to attract private agencies to provide needed health and social services. |
| Policy | 5.1G.3 | Support measures to reduce the number of individuals who are uninsured for medical coverage, including catastrophic illnesses. |

Action Statements

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| | | 5.1G.3a. Develop and maintain an active policy on health insurance, that establishes a national or statewide plan of coverage, but does not unnecessarily burden employers with the financial responsibility for covering the added costs. |
| Goal | 5.1H | Identify pressing health and social needs of the Sunnyvale community, encouraging appropriate agencies to address these needs in an adequate and timely manner. |
| Policy | 5.1H.1 | Support efforts to increase the availability, quality and afford of childcare in North Santa Clara County. |

Action Statements

- 5.1H.1a. Support involvement of employers in the provision of childcare services for their workers.
- 5.1H.1b. Support measures that increase the number of childcare programs available to Sunnyvale residents and workers.

5.1H.1c. Support state and federal measures that provide financial subsidies to low income workers for childcare.

5.1H.1d. Support the availability of information and resource referral services in North County.

5.1H.1e. Support appropriate legislation that will increase the availability and quality of childcare.

5.1H.1f. Develop and maintain an active childcare policy that specifies City role in the childcare area.

Policy 5.1H.2 Support non-discriminating efforts to cure catastrophic diseases (such as AIDS) and prevent their spread in the community.

Action Statements

5.1H.2a. Support state and federal legislation to provide health care to AIDS patients.

5.1H.2b. Participate in organized efforts to educate the general public about AIDS.

5.1H.2c. Support adequate state, federal and private sector funding directed at the cure and treatment of AIDS.

Policy 5.1H.3 Encourage the provision of services for older adults in Sunnyvale.

Action Statements

5.1H.3a. Continue to provide incentives to co-locate services at City facilities serving seniors.

5.1H.3b. Consider matching support for County-wide programs that serve the nutritional needs of low-income seniors.

5.1H.3c. Consider incentives to attract private "senior day care" services.

5.1H.3d. Support senior escort services for low-income seniors.

5.1H.3e. Support programs that provide low-cost housing alternatives to Sunnyvale seniors.

5.1H.3f. Continue to provide transportation services for seniors.

Policy 5.1H.4 Support programs that cooperate closely with the City's Public Safety program in providing crisis intervention/emergency services.

Policy 5.1H.5 Support programs that decrease drug and alcohol use and dependence in the community.

Action Statements

5.1H.5a. Target drug and alcohol education and enforcement efforts to youth and schools.

Policy 5.1H.6 Support the provision of emergency shelter to Sunnyvale residents.

Action Statements

5.1H.6a. Support regional efforts to provide and develop emergency shelters in North County for the homeless. (Refer to the Housing and Community Revitalization Sub-element for additional policies.)

Policy 5.1H.7 Encourage the provision of programs that provide assistance in the acculturation and assimilation of refugees into the community.

Action Statements

5.1H.7a. Support federal and state funding of language programs.

5.1H.7b. Support federal and state funding of employment assistance programs.

5.1H.7c. Support cooperative programs with local school districts.

Policy 5.1H.8 Encourage programs that assist at-risk youth in obtaining an education and learning job skills.

Action Statements

5.1H.8a. Support cooperative programs with local school districts.

5.1H.8b. Develop employment services through NOVA that assist at-risk youth in obtaining basic skill competencies.

Policy 5.1H.9 Encourage programs and services that address the special needs of the disabled population and assure that disabled individuals have access to services.

Action Statements

5.1H.9a. Maintain an active City policy that assures that disabled individuals have access to City Programs and services.

5.1H.9b. Strive to assure that outside group contract agencies have non-discrimination policies and practices.

5.1H.9c. Maintain an assisted recreation program to address the special recreational needs of the disabled.

- 5.1H.9d. Encourage and support efforts to allow disabled individuals to live independently.
- 5.1H.9e. Provide special job training services for the disabled through JTPA funds and seek out special grants for additional services.
- 5.1H.9f. Support efforts to inform disabled individuals about services that are available.
- 5.1H.9g. Support county, state and federal legislation which addresses the needs of the disabled.
- 5.1H.9h. Encourage and support efforts to provide residential, transitional facilities for disabled residents.
- Policy 5.1H.10 Encourage the provision of residential health care services for seniors by the private sector.

Action Statements

- 5.1H.10a. Encourage the provision of residential health care services for seniors by the private sector.
- 5.1H.10b. Assure that adequate medical care facilities are available to Sunnyvale residents.
- 5.1H.10c. Support fiscally reasonable legislation that will provide all citizens with health care insurance.
- 5.1H.10d. Review land use policies to assure that consideration is given to senior care facilities.
- 5.1H.10e. Support an active role in El Camino Hospital District and assure that its services address community needs.
- Policy 5.1H.11 Encourage the adequate provision of social services to Sunnyvale residents.

Action Statements

- 5.1H.11a. Assist appropriate agencies, such as the County and United Way, in assessing social service needs.
- 5.1H.11b. Coordinate funding of outside agencies with County and United Way funding and other funding sources.
- 5.1H.11c. Participate in joint planning efforts with appropriate agencies.

- 5.1H.11d. Provide support to enhance the service capabilities of a local community services organization.

Human Service Planning and Policy

- Goal 5.1I Monitor human service needs of the community in order to identify appropriate responses and encourage the provision of needed services.
- Policy 5.1I.1 Maintain an active "Outside Groups Funding Policy" relating to the City's standards and requirements for accepting applications for funding from non-profit agencies.

Action Statements

- 5.1I.1a. Assure that groups receiving City funds are held accountable for contract performance.
- 5.1I.1b. Assure that the performance of groups receiving funds are monitored in an on-going basis.
- 5.1I.1c. Maintain an annual process for acceptance and evaluation of applications for human service groups.
- 5.1I.1d. Consider providing limited financial support to those agencies/programs that are closely related with existing General Plan goals and objectives.
- Goal 5.1J Encourage and support a network of human services that provides for the basic needs of Sunnyvale's residents.
- Policy 5.1J.1 The City shall seek to have as many Human Service needs as possible met through other resources in the following priority:
- self-help
 - private non-profit organizations
 - other government agencies
- Policy 5.1J.2 The City shall assume an advocate role to manage the use of its resources to meet Human Services needs in Sunnyvale.

Action Statements

- 5.1J.2a. Encourage and advocate coordination and cooperation among organizations providing human services in Sunnyvale.
- 5.1J.2b. Advocate, encourage, and wherever possible, facilitate the co-location of human service providers.

5.1J.2c. Actively pursue the cooperation of federal, state, county and other agencies to enhance the quality of availability of human services to citizens of Sunnyvale.

Policy 5.1J.3 The City may assume the role of a direct service provider of human services when:

- Specifically targeted intergovernmental funds (such as JTPA, CDBG) are available for which the City could most cost-effectively administer the human service programs (rather than outside groups) to address significant community needs; direct service provider role will terminate when such funds are no longer available; or
- Specific community needs are identified and the General Plan, City policies or action plans provide for the City to take on such a role.

Policy 5.1J.4 The City may assume the role of an indirect service provider of human services when specifically targeted intergovernmental funds (i.e. JTPA, CDBG) are available to the City but another agency could most cost-effectively administer the human service program to be addressed by the funds. Funding to the provider will terminate when such funds are no longer available, or the provider can no longer provide the service, or the specific community need has been fulfilled or the City determines to take on the service directly.

Policy 5.1J.5 The City may provide limited financial assistance to qualified outside group if:

- The program proposed for funding does not duplicate existing services, addresses a significant community need or facilitates the co-location of human service providers in the City of Sunnyvale; augments (but does not duplicate) service provided directly by the City, provides the service at a cost lower than the City can provide or is the most logical service provider; and provision of such services is compatible with the City's General Plan, policies or action plans; and
- The program for which funding is requested is qualified under the City's Outside Groups Funding Policy.

6. Cultural Element

A city is not merely a residence and work place. It must be a diverse place where citizens can enjoy a variety of recreational and artistic endeavors. Sunnyvale offers a wide range of services to promote recreational and library facilities, historic preservation and cultural activities. The Cultural Element of the Sunnyvale General Plan is a set of long term goals and policies geared towards providing a rich and diverse community. The sub-elements include:

- ☐ Recreation
- ☐ Library
- ☐ Heritage Preservation
- ☐ Cultural Arts



Recreation Sub-Element

Introduction

The 1980's and 1990's have been characterized by rapid and significant changes on many levels, including individual, familial, societal, environmental, and economic. Such changes are projected to continue through this decade and past the year 2000. During such periods, the health and well-being of individuals, families, and communities become critical factors in the maintenance of a high quality of life.

The feedback received from numerous individuals and groups in Sunnyvale in the course of updating the Recreation Sub-Element lends support to the importance of high-quality recreation and leisure as valued and critical public services. Recreation and leisure opportunities confer benefits on many levels.

While recreation programs and services contribute significantly to quality of life in many ways, the task of successfully delivering services has become increasingly complex as: 1) the quantity and urgency of human needs have increased; and 2) available financial and facility resources have decreased or reached capacity. Such social and economic conditions have presented a unique set of challenges and constraints to Parks and Recreation Departments. Several critical trends will continue to affect and shape the delivery of recreation and leisure services in Sunnyvale throughout the 1990's:

Major Facts and Findings

The following major findings are derived from information presented within the Recreation Sub-Element. These findings form the basis of the goals and policies which are presented on the following pages.

Benefits to the Individual: Personally satisfying recreation, whether fitness-oriented, artistic, social, or educational, contributes positively to the physical and mental health of individuals of all ages. Such benefits are particularly relevant to individuals who, due to age, disability, or economic circumstances, may find themselves isolated, and/or lacking in health-promoting skills or opportunities. Of particular note are the physical, social, and psychological benefits of recreation accruing to youth, older adults, and persons with disabilities.

Benefits to Families: Family oriented recreation provides cohesion, stability, and satisfaction to families. These benefits become increasingly important as families in the 1990's experience increasing transition and/or economic hardship.

Benefits to Society: Community based recreation provides positive opportunities for group interaction and constructive involvement with others through volunteerism or shared activities. Such opportunities are especially crucial for youth. Recreation has been demonstrated to provide constructive outlets for youth, as well as to reduce crime, vandalism, and other socially harmful activities which negatively affect conditions within a community. Finally, the presence of high-quality recreation and leisure opportunities is demonstrated to positively affect civic identity, serving as a source of pride in the community.

Benefits to the Economy: Recreation and leisure opportunities benefit the economy through prevention, in terms of reducing the costs of health care, rehabilitation, and the incidence of

crime. In addition, residential and business location are encouraged through the presence of strong recreation programs and services. Finally, high-quality recreation facilities serve to generate valuable revenue for communities, thereby contributing to economic stability.

Benefits to the Environment: Recreational programs and activities provide and preserve parks and open space and improve the quality of life. Parks and open spaces bring beauty to an area while giving people satisfaction. Additionally, on both the global and local levels, open space serves a cleansing role for air and water.

Changing Demographics: Shifting age distribution in Sunnyvale's population will alter the planning and delivery of recreation services. The populations of preschool children and older adults have increased considerably in recent years. Older adults comprise the most rapidly increasing age group in Sunnyvale, creating significant demand for programs and services. Increasing longevity and the increase in the numbers of baby boomers becoming older adults will continue to increase the need for older adult services.

Increasing ethnic diversity has affected Sunnyvale in recent years and will continue to do so in the 1990's. Sunnyvale's youth population is characterized by even greater diversity than the general population. Implications for leisure service delivery include a need for increased awareness of and response to cultural preferences, and to culture-imposed barriers to participation, developed through such activities as needs assessment, marketing, and staff training efforts.

Challenges Confronting Youth and Families: Today's youth are faced with familial, social, cultural, and economic changes of an unprecedented magnitude. Choices and options confronting youth related to lifestyle and to the use of unstructured time are numerous, and the consequences of some of these choices may be destructive and/or dangerous. At the same time, many youth have only minimal supervision and guidance available to them from their families or other trusted role models.

The increase in blended, single-parent, and dual-career families has raised a number of issues related to family-oriented recreation. Issues of scheduling, pricing, and content of recreation opportunities will continue to be central as the Parks and Recreation Department seeks to offer programs which are both appropriate and accessible to families.

Diminishing Economic and Facility Resources: Diminishing resources related to the provision of recreation programs and facilities in Sunnyvale are a phenomenon occurring on many levels. Significant budget reductions on the State level have necessitated increased focus upon the economic viability of programs and services throughout the City. Simultaneously, economic recession, as well as related work force reductions and other financial consequences, has made the cost of recreation a significant barrier to participation for some individuals.

The Parks and Recreation Department is confronted with the challenge of continuing to address the quality-of-life needs of all citizens, including those who are economically disadvantaged, as well as those who require greater investment of resources in order to utilize programs and services. This challenge will require increased focus upon entrepreneurial strategies, partnerships, and setting of priorities for the delivery of programs services which appropriately achieve the Department's social and philosophical mission.

Decreased funding for the construction of new facilities has resulted in some reduction in development and/or expansion of recreation facilities in Sunnyvale. In addition, diminishing space has limited the City's ability to expand facility offerings, especially those related to open space or athletics. The result of such conditions will be increased attention to maintenance and preservation of existing facilities, accompanied by increased attention to facility and open space demand and use.

Summary

The above conditions, combined with increasing awareness of the multiple benefits of recreation, have implications for the core areas of focus and concern which will guide the Parks and Recreation Department through the 1990's. These core concerns include:

Customer Service and Citizen Access efforts focused upon accurate and timely assessment of need and satisfaction, and upon quality of service;

Partnerships related to the funding and provision of programs, services, and facilities, which maximize the effectiveness of Parks and Recreation Department efforts;

Fiscal Management efforts directed toward increased self sufficiency of Parks and Recreation Department operations, utilizing enhanced marketing and entrepreneurial strategies;

Programming which effectively addresses the complex and diverse needs of the community in a comprehensive and cost-effective manner; and

Recreation Facility planning and management which maximize access, monitor demand, and assure quality.

Goals and Policies

Recreation Programs

Goal 6.1A. Manage a Comprehensive Parks and Recreation Program which remains responsive to public need, and delivers quality customer service.

Policy 6.1A.1. Provide consistently exceptional customer service in all Parks and Recreation program and facility offerings.

Action Statements

6.1A.1a. Support implementation of the City's customer service philosophy through staff training and other supervisory policies and practices and specific Departmental philosophies and actions.

6.1A.1b. Develop, modify, or enhance programs and services based upon the findings of periodic needs assessments and satisfaction levels.

- Policy 6.1A.2. Encourage active citizen involvement in development and provision of Parks and Recreation programs, facilities, and services.

Action Statements

- 6.1A.2a. Provide opportunities for public participation in planning the development of Parks and Recreation programs and services.
- 6.1A.2b. Enhance the role of the Parks and Recreation and Arts Commissions as advisory bodies to the City Council by overseeing and promoting the advancement of Parks and Recreation in Sunnyvale through development of individual and citizen participation.
- 6.1A.2c. Schedule Commission meetings at varying public locations to encourage citizen participation.
- 6.1A.2d. Meet regularly with user and advisory groups to discuss and review policies and operations, making adjustments where appropriate.
- 6.1A.2e. Provide meaningful opportunities for volunteer involvement in the provision of recreation programs and services, and recognize their contributions.

- Policy 6.1A.3. Develop, maintain, and evaluate tools to measure quality of Parks and Recreation Department services, facilities, customer service and customer satisfaction.

Action Statements

- 6.1A.3a. Conduct a comprehensive assessment of need and use related to Parks and Recreation programs, facilities, and services at least every five years, concurrent with updating of the recreation Sub-Element.
- 6.1A.3b. Provide mechanisms that receive and respond to public comments on the quality, variety and effectiveness of recreation programs and services.
- 6.1A.3c. Gather information about participation rates of individuals from different geographic areas of Sunnyvale in programs and at facilities, to determine if services are used equitably.

- Policy 6.1A.4. Utilize multiple channels to disseminate information broadly regarding parks and recreation programs and services.

Action Statements

- 6.1A.4a. Evaluate the effectiveness of the Activities Guide in reaching the community and as a marketing tool, and make adjustments to content, format, and distribution as appropriate

6.1A.4b. Evaluate and take action to improve the effectiveness of Parks and Recreation Department information channels in servicing customers with limited English language ability and of varying cultural backgrounds.

6.1A.4c. Develop cooperative relationships and coalitions with community based organizations, such as neighborhood associations and cultural groups, to facilitate the exchange of information.

Goal 6.1B. Develop partnerships with the private and public sector that enable the City to leverage resources and address issues on a coordinated and effective level.

Policy 6.1B.1. Maximize City, school, private industry, social service, and other community resources through collaborative development and implementation of recreation programs and services.

Action Statements

6.1B.1a. Expand cooperative opportunities with schools as a focal point for enhanced neighborhood services.

6.1B.1b. Expand cooperative opportunities with private industry in the development and implementation of recreation programs.

6.1B.1c. Work with other agencies and businesses in the provision of special events in roles including sole sponsor, co-sponsor, facilitator, or regional participant, thus involving a variety of people/organizations in the planning process.

6.1B.1d. Expand cooperative opportunities with social service agencies in the provision of recreation services which address a variety of human needs.

6.1B.1e. Develop and expand inter-departmental partnerships which effectively address social issues relating to crime, safety, health, employment, families, and overall quality of life.

6.1B.1f. Work with other cities and public agencies to determine the appropriateness of providing specific programs and services to non-residents.

6.1B.1g. Pursue volunteer recruitment through a variety of approaches, and create new opportunities for volunteers in the provision of recreation services.

6.1B.1h. Work in partnership with neighborhood associations in the provision of programs and services.

6.1B.1i. Monitor and support private and residential recreation, which relieves demand for City services.

Policy 6.1B.2. Develop effective partnerships to address the complex needs of youth.

Action Statements

6.1B.2a. Maintain and pursue cooperative opportunities with schools, private industry, public agencies, and other organizations to work with youth.

6.1B.2b. Develop models of successful elementary and junior high programs and work with the school districts to implement them.

6.1B.2c. Pursue inter-departmental approaches to serving the needs of youth.

6.1B.2d. Work with NOVA to administer the youth employment program during the school year.

Policy 6.1B.3. Foster and encourage partnerships with co-sponsored groups and outside funded groups in order to address the community's diverse recreational needs.

Action Statement

6.1B.3a. Meet with co-sponsored groups and outside funded groups regularly to evaluate the effectiveness of working relationships and to make appropriate modifications to strengthen partnerships.

6.1B.3b. Conduct Commission review of co-sponsorship and outside funded group policies on an annual basis, and make recommendations to City Council.

6.1B.3c. Conduct Commission review of co-sponsorship and outside funded group applications on an annual basis, and make recommendations to City Council.

Goal 6.1C. Develop and enhance the operation of the community recreation fund, maintaining sound financial strategies and practices that will enable the City to provide an array of recreation programs, facilities, and services to a maximum number of citizens while minimizing the impact upon the General Fund.

Policy 6.1C.1. Strengthen the use of the Community Recreation Fund as a means to increase financial self-sufficiency and to decrease dependence upon the City's General Fund.

Action Statements

6.1C.1a. Develop a model to decide on provisions of specific recreation programs, considering their viability within the Community Recreation Fund.

6.1C.1b. Develop strategies to recoup an increased percentage of program costs, where appropriate, without limiting participation, and taking into consideration the carrying capacity of facilities.

6.1C.1c. Enhance the use of entrepreneurial strategies to identify and reach new markets for programs and services, and to strengthen relationships with existing markets.

Policy 6.1C.2. Identify revenue sources and, where possible, increase revenues which can be allocated to recreation programming, facilities, and services.

Action Statements

6.1C.2a. Leverage available resources by pursuing co-funded and/or cooperative agreements for both expansion and maintenance of programs, facilities, and services, in order to maximize benefits to the community.

6.1C.2b. Seek outside financial support from foundations or through gifts for facilities and program initiatives.

6.1C.2c. Pursue lease and contractual arrangements to provide diverse opportunities which are too specialized or expensive to otherwise provide.

6.1C.2d. Evaluate the revenue impacts of non-resident use and participation, and implement appropriate strategies to maximize revenues without limiting Sunnyvale resident participation.

Policy 6.1C.3. Utilize available pricing and promotional tools in order to maximize participation and/or use related to programs, facilities, and services, without jeopardizing the integrity and infrastructure of related facilities.

Action Statements

6.1C.3a. Utilize market-based pricing in the establishment of fees, and continually evaluate the effectiveness of pricing strategies.

6.1C.3b. Structure the pricing and enrollment system for class registration and facility reservation to give City residents advantage over non-residents, where feasible and appropriate.

6.1C.3c. Offer and implement multi-use discount programs where feasible and appropriate.

6.1C.3d. Strengthen the use of sound promotional strategies related to programs, facilities, and services.

6.1C.3e. Evaluate the use of current and emerging technologies as a means of encouraging and enabling participation.

- Policy 6.1C.4 Provide a system to allow persons who are economically disadvantaged to participate and use programs, facilities, and services.

Action Statements

- 6.1C.4a. Evaluate the effectiveness of the fee waiver program and the criteria to determine eligibility, and make appropriate adjustments.
- 6.1C.4b. Provide pricing advantages to economically disadvantaged individuals for programs, facilities, and services.
- 6.1C.4c. Provide some program and facility use opportunities on a no-fee basis.

- Goal 6.1D. Provide opportunities for high quality leisure involvement which promotes the physical and mental well being of the community and ensures equal opportunity for participation.

- Policy 6.1D.1. Provide a balanced range of program choices to meet the diverse needs of the community.

Action Statements:

- 6.1D.1a. Conduct regular assessments of customers' needs and satisfaction, and tailor program offerings accordingly.
- 6.1D.1b. Develop and implement assessment tools which address the needs of underserved populations.
- 6.1D.1c. Implement systems for monitoring and responding to changes in social conditions, legislation, and other issues impacting service delivery.
- 6.1D.1d. Develop and utilize ongoing evaluation systems for determining program modifications and/or continuation.
- 6.1D.1e. Develop and implement programs which highlight cultural practices and traditions reflective of a diverse community.
- 6.1D.1f. Implement City Council's Special Events Calendar.
- 6.1D.1g. Monitor the impact of non-resident participation in programs when making decisions on programming.
- 6.1D.1h. Implement policies regarding use and pricing of programs and facilities for non-residents, with attention to the needs of various specific groups of non-residents.
- 6.1D.1i. Develop and implement programs which provide constructive opportunities for fitness and well-being; healthy coping and stress management; creative expression, education, and skill development; and personal enrichment.

Policy 6.1D.2. Implement program offerings to meet the needs of identified subgroups within the population.

Action Statements:

- 6.1D.2a. Continue the provision and development of programs for individuals with disabilities.
- 6.1D.2b. Meet or exceed requirements of the Americans with Disabilities Act, making programmatic adjustments where necessary, to provide equal access to programs, events, and services.
- 6.1D.2c. Provide balanced programming to fully address the needs, concerns, and interests of older adults.
- 6.1D.2d. Provide programming which meets the needs of families and changing family structures, including single parents, two-income, and economically disadvantaged families.
- 6.1D.2e. Identify constraints to participation such as economics, time and location and explore alternative scheduling, locations, and fee structures to address identified constraints.
- 6.1D.2f. Identify the recreational needs of the business community and its employees and assess the role of the Parks and Recreation Department in addressing these needs.

Policy 6.1D.3. Provide recreation programs which meet the complex needs of youth.

Action Statements:

- 6.1D.3a. Develop and implement programs for pre-school children which address developmental needs for care and supervision, socialization, and activity.
- 6.1D.3b. Provide instructional and activity-related programs for child care providers which will improve the quality of child care offered in the Sunnyvale community.
- 6.1D.3c. Develop and implement programs for school-age and high school youth which address developmental needs for structure, role models, positive values, skill building, community involvement, and socialization.
- 6.1D.3d. Research and implement effective means of reaching and involving youth and teens in recreational and related activities.
- 6.1D.3e. Develop and implement school enrichment programs which supplement curriculum offerings in elementary, middle, and high schools, as appropriate, and which can serve as models for City/School collaborations.

- 6.1D.3f. Explore and implement the development of additional teen leadership opportunities in the community.

Goal 6.1E. Provide and maintain recreation facilities based on community need, as well as on the ability of the City to finance, construct, maintain, and operate these facilities now and in the future.

Policy 6.1E.1 Provide, maintain, and operate recreation facilities such as swimming pools, tennis courts, golf courses, athletic fields, trails, parks, arts facilities, community centers, and other specialized facilities in a safe, high quality, usable condition that will serve and meet the recreational needs of the community.

Action Statements:

- 6.1E.1a. Conduct periodic needs assessments and evaluations of use patterns in order to provide recreation facilities which most effectively meet the community's needs.
- 6.1E.1b. Adhere to a regular schedule of inspection and maintenance of facilities to assure that high standards of safety, quality, and appearance are met in recreation facilities for both citizens and City staff.
- 6.1E.1c. Plan and implement appropriate non-use times for open space and facilities which will assure adequate maintenance and regeneration time.
- 6.1E.1d. Explore ways of maximizing facility usage to most effectively meet the community's needs, considering such issues as function and hours of operation, along with maintenance requirements.
- 6.1E.1e. Provide fair and equitable policies and procedures for the use of all parks and recreation facilities which will take into account the impact of non-resident use.
- 6.1E.1f. Work with school districts to explore the viability of using existing school facilities for community recreation activities.
- 6.1E.1g. Provide a balance of facility offerings that allows opportunities for non-reserved, unstructured use.
- 6.1E.1h. Work with other City departments such as Public Works and Public Safety to encourage the design, development, and maintenance of public right-of-ways to promote recreational activities such as bicycling, jogging, and walking in a safe and efficient manner.

- Policy 6.1E.2 Provide recreation facilities that will accommodate and meet the needs and interests of special population groups.

Action Statements:

- 6.1E.2a. Conduct ongoing needs assessments of special populations related to facilities in order to provide maximum accessibility.
- 6.1E.2b. Comply with the requirements of the Americans with Disabilities Act in all new construction, and, wherever possible and/or required, in existing facilities.
- 6.1E.2c. Continue operation of a Senior Multi-Purpose Center, and explore options in 1997, when the current agreement for use of the facility will expire.

- Policy 6.1E.3 Provide a broad range of facilities to meet the recreational needs of a diverse population.

Action Statements:

- 6.1E.3a. Investigate need and financial feasibility related to expansion of the Sunnyvale Historical Museum.
- 6.1E.3b. Explore feasibility of joint use of school facilities in the development and operation of specialized facilities.
- 6.1E.3c. Study the need and feasibility of specialized recreation facilities based on community need and interest.

Library Sub-Element

Introduction

The Sunnyvale Public Library provides materials and services to help residents meet their informational, educational, recreational, and cultural needs. Special emphasis is placed on assisting people of all ages to find timely, useful and accurate information and on encouraging young children to develop a love of reading and learning.

The Library also provides educational support for students and provides convenient access to a wide variety of popular materials for all members of the community.

The Sunnyvale Public Library operates as a department of the City of Sunnyvale. The Board of Library Trustees acts in an advisory capacity to the City Council and to the Director of Libraries. The board makes recommendations on budget and community needs.

The Sunnyvale Public Library participates in State and Federal programs through the California State Library and through regional systems and networks, primarily the South Bay Cooperative Library System.

Library services in Sunnyvale expanded rapidly to keep pace with the changes and growth in the City's population. The main library, built in 1960, has been expanded and remodeled twice. The Patent Information Clearinghouse is administered as a unit of the Sunnyvale Library, and it is located in the Raynor Center. A bookmobile provides extension services for the community.

Library services in the decades ahead will be influenced by changes in the publishing industry, the emphasis on the need to teach basic literacy skills, and new ways of measuring the effectiveness of library services. Changes in school curriculums and teaching methods, and the growing ethnic and racial diversity in the population must be considered in planning library services.

Major Findings

These major findings summarize the information presented in the Library Sub-Element. The findings focus on issues and needs. They are the basis for the goals and policies which follow.

The Community and Library Use

1. Residents of all ages use the Sunnyvale Public Library.
 - a. The number of residents over 65 years old in Sunnyvale is rising and is expected to continue to rise. The library service needs of older residents can be significantly different from other library users.
 - b. The most rapidly growing segment of the population is the 35-64 year age group. Members of this group are traditionally the heaviest users of libraries for popular materials and for business and job-related materials.

- c. There has recently been a rapid increase in the birth rate. Most of the children born between now and the year 2000 will be in daycare during some of their childhood. Library service for pre-school children, their parents and day care providers has been a strong service for many years. It is expected that the needs for these services will be increasing sharply during the next five years.
2. The ethnic diversity of Sunnyvale has increased rapidly in recent years and this trend will continue. There is a strong demand for library materials in a variety of languages to support the recreational and literary reading needs of newcomers to this country. In addition the Library will need to support the learning of spoken and written English by library users.
3. Schools serving Sunnyvale children provide an inadequate level of school library service. Most of the school libraries that serve Sunnyvale's 14,000 kindergarten through 12th grade students are without professional accredited staff. The school collections are small, out of date, and do not support the curriculum adequately. The public library provides service to only a small percentage of these students, and cannot meet the existing need for services in this area without substantial additional resources.
4. Community library use grew rapidly after the Library expanded in 1985. While the rate of growth has slowed, library use is very high compared to national averages.
 - a. The number of people with Sunnyvale Library cards grew 2.8% between FY1987-88 and FY1988-89. It is expected that the growth in the number of library users will follow population growth trends and the economic health of the area.
 - b. The number of library card holders equalled 83% of the population of Sunnyvale in FY1987-88. This is high compared to the average rate of 42% for public libraries in the U.S. serving populations of 100,000 to 250,000. However, 83% was the median percent of library card holders in the population for public libraries in Santa Clara County in 1988.
 - c. Library use is reflective of the highly mobile Sunnyvale community with a 30% rate of non-resident registration. Non-residents who work in Sunnyvale use the Library because its location and hours are convenient to their work schedules. This rate of non-resident registration is consistent with neighboring cities. Sunnyvale residents use public library services in surrounding cities and in places as far away as San Francisco and Santa Cruz.

Collections

1. The national standards used in the past to determine the minimum size of the Sunnyvale Library collection are no longer applicable. The Library's book

collection was based on providing two books per adult and three books per child in the population. Once the collection reached the minimum size, it remained stable, with the number of items added equaling the number discarded. The collection was kept current and in good condition and lost items were replaced. A new standard is needed to measure how well the collection serves the community.

2. Collection development in the future will be guided by new measures of library use; for example, the success rates of library users in finding what they are looking for. From surveys conducted in 1987, 1988 and 1989, it is apparent that Sunnyvale Library users are less likely to find specific books, authors and subjects than are library users in U.S. cities with comparable populations. In 1988, the national success rate for a title search was 69%; Sunnyvale's rate was 55%. The national success rate for subject and author searches was 75%; Sunnyvale's rate was 66%.
3. The Library's current reference collection consists mainly of books. Many reference works are now available both in print and online, or in related formats. Online information has the advantage of being updated constantly and the disadvantage of requiring more specialized knowledge to use. The reference collection should be re-evaluated in light of new advances in technology.
4. The Library's most popular materials are new books and best sellers, paperbacks, audio and video recordings, and magazines. The current and popular collections will be strengthened to make these materials more readily available to meet the needs of adults in the most rapidly growing age group in the population.
5. The collection of materials for preschool children will continue to be carefully selected to provide quality books for even the youngest children.
6. Books in Chinese and Vietnamese and other Asian languages are in great demand. Selection and purchase of books in languages other than English should be a priority for collection development.
7. The Philatelic Collection contains the gifts from the Friends of the Western Philatelic Library, and represents the largest philatelic collection on the West Coast. It is not heavily used, nor is the demand for such materials expected to grow. The resources of this collection should be considered for placement at a center of philately where scholars can take advantage of them.

Library Facilities and Access

1. The main library building is fully utilized, and it is of adequate size to meet the community's library service needs in 1989-90. Most residents have easy access to the library because it is centrally located, convenient to public transportation, designed for handicapped access, and has adequate parking.

- a. If there is significant population growth, there will be an accompanying need for additional library space.
 - b. The library is more than just a quiet place to study. The library is used for a variety of purposes: individual study or research; one-to-one tutoring; small group or collaborative research projects; family library visits; and others. The facility should provide a variety of seating and studying areas to accommodate the multitude of ways in which people use the library.
 - c. The circulation of library materials in Sunnyvale is very high. Over 1,072,000 items were checked out of the library in FY1988-89. This means 9.23 items were checked out of the library for each person in the population that year, or over one and one-half times the national average of 5.9 for libraries serving comparable populations.
 - d. The Sunnyvale Library is an important reference center with a large number of people using materials within the library. In FY1987-88, people used an estimated 7.27 items within the library per person in the population. This is a high in-library use compared to the average of 2.7 items used in the library per person in communities of similar size in the United States.
 - e. In FY1988-89, 664,331 people used the Main Library, Bookmobile and Patent Library combined. This is an average of 5.63 visits per person per year in the population compared to the national average of 3.7 visits per capita in 1988 for public libraries serving similar populations.
 - f. Expanding library hours does not bring in new groups of users; rather it adds to the convenience for those currently using library services.
2. The Patent Information Clearinghouse serves as a regional center for patent research and information, and draws many users from throughout the greater San Francisco Bay area. The Patent Information Clearinghouse will soon become "paperless", and then moving patent services back to the main library should be considered. The Clearinghouse is now located at the Raynor Center. Paper copies of every current (unexpired) U.S. patent require a large amount of shelving space. Within the next several years, the U.S. Patent and Trademark office will stop issuing paper copies of patents. The Clearinghouse now maintains microfilm copies of all U.S. patents, as well as several on-line patent searching databases. Without paper patents, the space needs of the Patent Information Clearinghouse will be greatly reduced.
3. Bookmobile and outreach services will continue to be needed to serve those who cannot travel to the main library, primarily the elderly with transportation or physical mobility problems and children without access to transportation.

The need for bookmobile and outreach services will increase somewhat with the increase of the number of very young children and those over 65; however, the greater increase will be in the need for in-library services.

Services and Programs

1. Basic library services are free to all library users. The Library charges a fee for supplementary services such as inter-library loan, reserves, micro-computers and typewriter rental and copy machines.
2. Half of the questions asked at the Main Library are for business and job-related information. The market for services to businesses is strong and the Library has the opportunity to provide information services which are beyond the scope of general reference service.
3. The Sunnyvale library can contribute to the economic well being of the area by providing a high level of business information and reference service. Many Sunnyvale business people use the library to obtain information needed for the conduct of their business. Since 80% of Sunnyvale's companies are small businesses, very few have the resources to maintain in-house library and research services.
4. The Patent Information Clearinghouse is virtually self-supporting and will become a profit center in the near future. However, by the mid-1990's, as the technology of online searching becomes less costly and the patent database is widely accessible, the need for the Clearinghouse function may diminish.
5. The total number of reference questions asked has decreased each year since the Library was remodeled in 1985. However, the number of reference questions asked per capita for Sunnyvale was 1.67 in FY1988-89 which was twice the rate of 0.8 for libraries servicing U.S. Cities of comparable size. The rate of answering questions the same day they were asked was high: 88.4% for FY1988-89.
6. The Library should continue to develop the programs and services for parents of preschoolers and for day care providers to meet the needs of this segment of the population. In FY 1987-88, 69% of the Library programs for children were planned to include preschoolers and 42% of the total attendance was preschoolers.
7. There is a growing need to provide adult literacy services through the library. While many people in Sunnyvale are highly educated, there are a significant number of people who need to learn to read in order to gain and hold employment.
8. Public library services are free, but not everyone knows this. Many community residents come from other countries where library services are reserved for a privileged few.

New Technologies

1. The Library has a state-of-the-art automated system which combines a checkout system, online catalog, and an interface with a national database for both cataloging and inter-library loans. A dial-up catalog is available to library users with a modem and personal computer at home or work. This system should continue to be enhanced as new capabilities are developed.
2. Electronic databases are proliferating and careful evaluation is needed to determine whether specific electronic indexes are more useful and cost effective than comparable print indexes.
3. The Library will be pressed into some areas of new technology by the market and by community demands. When presently owned equipment becomes obsolete and current sources of information are discontinued, equipment and information sources will need to be evaluated for replacement. As library users acquire new devices such as telefacsimile machines, they will request that the Library provide information in new ways.
4. Library users have unlimited expectations due to the many new developments in delivery of library services and because the services are "free." Library priorities must balance basic services with new services. All new services must be measured against community needs and the availability of resources.
5. Significant resources should be devoted to staff development in order that staff can keep up with the changes in the information world.

Goals, Policies and Action Statements

Introduction

The Library Sub-Element establishes an integrated set of goals, policies and action statements that respond to the Community Conditions described in this document.

The library's goals, policies and action statements are based on the following assumptions:

1. The ultimate goal of the Sunnyvale Public Library is to provide a full service library which will meet the needs of the community.
2. The Library will strive to provide physical facilities and conditions of use necessary to give convenient and effective service to residents.
3. The City of Sunnyvale supports the Library Bill of Rights, adopted by the American Library Association. (See Appendix).

4. The Sunnyvale Public Library will strive to provide a balanced collection of materials representing all points of view, and selected for their popularity and for their quality.
5. The Sunnyvale Public Library will work in cooperation with the California State Library and with neighboring libraries in the South Bay Area.
6. The Sunnyvale Public Library will monitor and evaluate its services in order to respond to the changing needs of the community.
7. The Sunnyvale Public Library will use current technology to make its services efficient and effective.
8. The Sunnyvale Public Library will recruit, train, and retain the most competent personnel available.

Collection Development

Goal 6.2A. Provide a balanced and current collection of library materials in a variety of formats to meet the informational, educational, and recreational needs of residents.

Policy 6.2A.1. Give high priority to the development of the collection which supports reference services in order that timely, accurate, and useful information may be provided to library users.

Action Statements

6.2A.1a. Provide a reference collection that is current and geared to the information needs of the community.

6.2A.1b. Provide business reference materials to meet the needs of local businesses.

6.2A.1c. Provide resources and information to assist job seekers.

6.2A.1d. Collect local government documents and publications and make them easily available to Library users.

Policy 6.2A.2. Give high priority to the collection of materials for young children, their parents, teachers, and day care providers.

Action Statements

6.2A.2a. Select multiple copies of most wanted titles for young children.

6.2A.2b. Maintain an extensive collection of materials on child growth and development for the use of adults who work with children.

Policy 6.2A.3. Develop the Library's collection of popular materials.

Action Statements

- 6.2A.3a. Provide multiple copies of titles that are in demand.
- 6.2A.3b. Expand the number of paperback books available in the Library.
- 6.2A.3c. Improve the selection of popular titles for young adults, including paperbacks, audio and video recordings.
- 6.2A.3d. Develop the collection of video recordings.
- 6.2A.3e. Provide large-print books and books on tape which serve all library users but are of particular value to older residents and the visually impaired.
- 6.2A.3f. Develop the collection of musical and spoken recordings by adding materials in new media and phasing out obsolete formats.
- 6.2A.3g. Select popular materials in a variety of languages reflective of the languages spoken in the community.
- 6.2A.3h. Monitor the use of non-English language materials in the Library and monitor requests for languages not included in the collection in order to add, reduce, or adjust collection sizes.

Policy 6.2A.4. Provide educational support for students at all instructional levels.

Action Statements

- 6.2A.4a. Provide materials to supplement the curriculum materials provided by the schools.
- 6.2A.4b. Monitor school curriculum changes and changes in courses offered for adult learners and modify the Library's collection accordingly.
- 6.2A.4c. Work with school administrators and teachers to ensure the best use of limited public library resources.
- 6.2A.4d. Provide books, pamphlets, magazines and audio-visual materials to assist new immigrants in learning to speak and read English.
- 6.2a.4e. Provide materials on U.S. history and government at suitable reading levels to assist those who are studying for citizenship.

Policy 6.2A.5. Develop and maintain special collections of materials when appropriate to serve the needs of a significant number of community residents.

Action Statements

- 6.2A.5a. Provide materials on California and local history to archive and preserve original materials relating to the history of Sunnyvale.
- 6.2A.5b. Evaluate need for and use of the philatelic collection.
- 6.2A.5c. Study and evaluate the use of the art print collection.
- 6.2A.5d. Examine the needs of the community for specialized collections as the opportunities arise.
- Policy 6.2A.6. Provide a library collection based on a foundation of books and printed materials, and provide materials in other formats as appropriate.

Action Statements

- 6.2A.6a. Adhere to the Library's collection development policy.
- 6.2A.6b. Maintain a basic collection of literary classics, books with historical significance, and titles that are of importance in the world of knowledge.
- 6.2A.6c. Select materials of high literary and artistic quality in all formats and provide audio and video recordings of lasting value and significant merit.
- 6.2A.6d. Coordinate collection development with South Bay Cooperative Library System member libraries to avoid duplication of specialized and expensive materials of interest to a limited number of users.
- Policy 6.2A.7. Develop a new standard for the size of the Library's book collection.

Action Statements

- 6.2A.7a. Develop new procedures for determining the total size of the library collection, including the number and types of material in the collection.
- 6.2a.7b. Study changes in the publishing output, and library use statistics in relation to the Library's priorities for service and existing resources to devise a formula for the optimum collection size; incorporate the results of this study in the Library collection development policy.
- 6.2A.7c. Review the existing program budget structures and submit proposed modifications to reflect changes in the standard for collection size.
- Policy 6.2A.8. Evaluate library use at regular intervals in order to identify strengths and weaknesses of services and collections.

Action Statements

- 6.2A.8a. Conduct library use measures at least once a year.
- 6.2A.8b. Use the results of library use measures to modify library policies and procedures and thereby improve library service to the community.
- 6.2A.8c. Monitor resident and non-resident use of the Sunnyvale Library to ensure that resources are allocated to serve the needs of residents and that non-resident use does not have a negative effect on services to Sunnyvale residents.

Facilities

- Goal 6.2B. Maintain library facilities that are accessible and of adequate size to serve community residents.
- Policy 6.2B.1. Study the space needs of the Library as the population grows and recommend the most appropriate configuration for services and facilities to meet changing needs.

Action Statements

- 6.2B.1a. Maintain a full-service Main Library.
- 6.2B.1b. Conduct a study of space needs in the Main Library.
- 6.2B.1c. Provide a variety of areas in the Main Library to permit individual and group study, browsing, and comfortable seating for recreational reading.
- 6.2B.1d. Explore the possibility of providing an area in the Main Library for the enjoyment of audio and video recordings.
- 6.2B.1e. Study the space needs of the Patent Information Clearinghouse as the Patent Depository Library goes paperless; facilitate the reintegration of patent services into the Main Library reference services.
- Policy 6.2B.2. Continue to provide library hours of service that are convenient to the majority of community residents within the resources available.

Action Statements

- 6.2B.2a. Monitor changing community needs and patterns of library use, and adjust hours as indicated.
- 6.2B.2b. Provide stable hours of service with few changes in order to maintain a uniform and easy to remember pattern.
- Policy 6.2B.3. Provide convenient access to library materials.

Action Statements

- 6.2B.3a. Provide state-of-the-art on-line automated catalog for patron use.
- 6.2B.3b. Provide dial-up access to the Library's online catalog.
- 6.2B.3c. Arrange and display materials so that they are easily accessible to all readers, including those with limited mobility.
- Policy 6.2B.4. Provide outreach services to residents who cannot travel to the Main Library.

Action Statements

- 6.2B.4a. Analyze Bookmobile use to determine its effectiveness in serving residents who cannot travel to the Main Library.
- 6.2B.4b. Provide library service to shut-ins by the most efficient means available.
- 6.2B.4c. Explore alternatives which are cost effective and comprehensive in approach for the provision of outreach services.
- Policy 6.2B.5. Cooperate with other libraries to provide access for Sunnyvale residents to the total library resources of the area.

Action Statements

- 6.2B.5a. Maintain and contribute to the database which contains the holdings of the South Bay Cooperative Library System members.
- 6.2B.5b. Participate in the State-funded daily delivery of materials between South Bay member libraries to facilitate the exchange of print materials and media.
- 6.2B.5c. Participate in the State's universal borrowing program which enables Sunnyvale residents to use freely the resources of participating public libraries in California.
- Policy 6.2B.6. Ensure that lending procedures permit most library materials to be used away from the Library.
- 6.2B.6a. Maintain liberal and flexible conditions of use, placing limits on the number of items borrowed only when absolutely necessary.
- 6.2B.6b. Recommend a schedule of fines for the purpose of deterring loss and encouraging the return of materials.
- 6.2B.6c. Make as many materials as possible available for use outside the Library.

- Policy 6.2B.7. Organize and present materials to make it as easy as possible for library users to find what they need.

Action Statements

- 6.2B.7a. Place materials on open shelves so that users may serve themselves except where the security of materials is a consideration.
- 6.2B.7b. Adhere to nationally adopted classification and cataloging procedures.
- 6.2B.7c. Provide for fast and accurate re-shelving of materials to their proper locations for maximum use and convenience to users.
- 6.2B.7d. Provide clear and readable directional signs and shelf labels and standardize markings on individual item for easy use.
- 6.2B.7e. Review the need to provide signs in languages other than English.

Services and Programs

- Goal 6.2C. Provide library services to help all community residents find and use the information they need to pursue their individual interests and goals.

- Policy 6.2C.1. Maintain the quality of reference service by assisting users to find desired materials and information.

Action Statements

- 6.2C.1a. Develop staff expertise in providing business and job-related information.
- 6.2C.1. Maintain the Patent Information Clearinghouse services as a financially self-supported function.
- 6.2C.1c. Encourage self-sufficiency in research by providing instruction in the use of the Library's resources.
- 6.2C.1d. Answer questions quickly and accurately; achieve a high proportion of reference questions successfully completed on the same day that the question is asked.
- 6.2C.1e. Study the feasibility of providing in-depth online database searches on a cost-recovery basis.
- 6.2C.1f. Improve the Library's reference resources through the use of area and statewide reference referral networks.
- 6.2C.1g. Provide seminars about patent and trademark laws and practice.

- Policy 6.2C.2. Promote life-long use of the Library through services to young children.

Action Statements

- 6.2C.2a. Provide programs for children which foster the development of and interest in reading and literature.
- 6.2C.2b. Present programs and services for parents to assist them in using literature and audio-visual materials to enrich the lives of their children.
- 6.2C.2c. Explore means of enhancing educational opportunities in day care centers by providing guidance for care givers in collecting stories and in planning activities.

Policy 6.2C.3. Promote the use of popular materials in the Library collection.

Action Statements

- 6.2C.3a. Encourage Library users to browse by creating attractive display areas.
- 6.2C.3b. Provide booklists and other printed materials to assist Library users in reading or researching topics of current interest.
- 6.2C.3c. Present programs, booktalks and speakers in the Library and to community groups to encourage reading and other cultural and intellectual pursuits.
- 6.2C.3d. When titles are not available at the time of a person's request, find ways to supply them within a short period of time.
- 6.2C.3e. Provide staff who are skilled in helping readers select materials suited to their individual interests and abilities.

Policy 6.2C.4. Assist students of all ages in meeting their educational objectives.

Action Statements

- 6.2C.4a. Explore ways to improve library service in the public schools in Sunnyvale through cooperative ventures.
- 6.2C.4b. Promote visits to the Library by school classes and encourage teachers to invite Library staff to visit the schools.
- 6.2C.4c. Monitor and pursue grants from state and federal agencies for school and public library cooperation.
- 6.2C.4d. Serve as a clearinghouse for information on adult education classes available in the community.

Policy 6.2C.5. Support the information and research needs of the City Council and the City staff.

Action Statement

- 6.2C.5a. Provide reference and research assistance to the City Council and to City department staff working on research projects and special assignments.

Policy 6.2C.6. Promote literacy in the community.

Action Statements

- 6.2C.6a. Provide books, materials, and guidance for beginning readers of all ages.

- 6.2C.6b. Cooperate with other agencies engaged in promoting literacy.

- 6.2C.6c. Study the need for a library-sponsored literacy program.

Policy 6.2C.7. Develop broad community awareness of the Library so that the City may provide library services to all residents.

Action Statements

- 6.2C.7a. Identify groups within the community who do not use the Library. Study their needs for information and library services, and propose viable strategies for developing library use.

- 6.2C.7b. Seek assistance of community agencies to increase public awareness of library resources.

- 6.2C.7c. Market to all potential users specialized services that are provided on a cost-recovery basis such as copies of patents and patent database searches.

- 6.2C.7d. Explore the possibility of using cable TV to present programs informing residents about the Library and its services.

Policy 6.2C.8. Employ the abilities of staff and of community members to enhance library services to residents of Sunnyvale.

Action Statements

- 6.2C.8a. Encourage staff development to meet changing needs of the community and to keep current with developing technologies.

- 6.2C.8b. Participate in the City Volunteer program to provide individuals with opportunities to serve the City and to enhance library services to the public.

- 6.2C.8c. Support Library Board efforts to promote community awareness of library services and to receive input from residents on library services.

- 6.2C.8d. Cooperate with such organizations as the Friends of the Sunnyvale Public Library in their efforts to support and promote library services.
- 6.2C.8e. Continue to seek input from citizens through use of written feedback, surveys and special interest groups.

New Technologies

- Goal 6.2D. Develop and maintain state-of-the-art delivery of library services to residents.
- Policy 6.2D.1. Provide up-to-date reference information to library users in the most useful and cost-effective formats.

Action Statement

- 6.2D.1a. Monitor the development of electronic indexes, on-line reference materials, interactive compact discs and other computerized resources and implement those which will serve the information needs of the greatest number of people.
- Policy 6.2D.2. Explore new technologies to improve the delivery of library services both in the Library and by remote means; implement those that will service community needs in a cost-effective manner.

Action Statements

- 6.2D.2a. Establish fee schedules for supplementary and specialized services such as in-depth on-line database searches and document delivery including facsimile transmission.
- 6.2D.2b. Monitor the development of interactive technology through which library users can receive library services in the home or workplace.
- Policy 6.2D.3. Develop fully the existing automated system to achieve maximum use of staff and library resources.

Action Statements

- 6.2D.3a. Provide an automated acquisitions function that will interface with the existing system and make the ordering, receiving, and processing of materials more efficient.
- 6.2D.3b. Analyze the statistical data provided by the integrated system to obtain a clear picture of library use and to improve the collection and services.
- 6.2D.3c. Cooperate with the library's software vendor to develop further capabilities of the existing system.

6.2D.3d. Explore the potential for resource sharing and cost savings among libraries by use of compatible automated systems.

Policy 6.2D.4. Monitor trends and developments in library services and information science.

Action Statements

6.2D.4a. Maintain staff participation in professional organizations so that the Library may keep abreast of services provided by other libraries.

6.2D.4b. Encourage staff participation in professional development activities where staff may evaluate new equipment and processes.

Heritage Preservation Sub-Element

Introduction

Someone once asked, "Why do you use the term 'heritage' instead of 'history'?", referring to the fact that the City of Sunnyvale has a Heritage Preservation Sub-Element, a Heritage Preservation Ordinance and a Heritage Preservation Commission. The term "historical" has often been used for these functions and, in fact, the terms are often used as though they are interchangeable. But the term heritage encompasses a broader concept than the term historical. A community's heritage includes not only its record of historical events and the inventory of its historical buildings, sites and artifacts, but also the cultural legacy of that history. Heritage is a term that includes the present experience and acknowledges how the present is related to the past. It includes ongoing customs and traditions that have been continued from the past, and, still being practiced, give members of the community a sense of connectedness, of roots. This experience is very important to promoting a present-day experience of place.

The heritage concept also includes the incorporation of customs and traditions from the diverse cultural groups that come to settle in the community. Sunnyvale's heritage is enriched not only by the history and traditions brought to us by the various groups of people that have settled here in the past, but also by the ongoing contribution that occurs when new groups add their customs and traditions to the increasingly rich and complex pattern that forms our heritage.

This concept of the meaning of "heritage" has guided the revision of the Heritage Preservation Sub-Element.

The Heritage Preservation Sub-Element directs the community's policies and activities related to promotion and preservation of the community's heritage. It is one of 24 elements and sub-elements which make up the City of Sunnyvale's General Plan, and is included with the Recreation, Library and Arts sub-elements within the Cultural Element of the General Plan. Section 65303 of the Government Code states that: "The General Plan may include ... (j) an historical preservation element for the identification, establishment, and protection of sites and structures of architectural, historical, archeological, or cultural significance, including significant trees, hedgerows, and other plant material. The historical preservation element shall include a program which develops actions to be taken in accomplishing the policies set forth in this element." The Heritage Preservation Sub-Element incorporates the historic preservation concept within the broader concept of "heritage," as discussed above.

As a part of the City's General Plan, no sub-element is a stand-alone document, but must be closely inter-related with all other elements and sub-elements to form a coherent whole. Care has therefore been taken in preparing this document that its goals, policies and action statements are compatible with, and supportive of, the rest of the General Plan.

The first Heritage Preservation Sub-Element was written and approved in 1980, at a time when the City had just begun its heritage resources program. It was a short, simple document which proposed several major tasks, including the adoption of a heritage preservation ordinance as part of the Municipal Code and the creation of a Heritage Preservation Commission to oversee and carry out the provisions of the ordinance. Although short and simple, the first Heritage Preservation Sub-Element was very effective. Most of its recommendations stimulated actions which resulted in accomplishment. (See Appendix A, Status of Heritage Preservation Sub-Element Goals, Policies and Action Statements.) However, the fifteen years that have passed since this document was adopted have seen not only accomplishment, but change. A new set

of problems and opportunities now awaits those who are committed to preserving Sunnyvale's heritage.

Major Facts and Findings

The following major findings are derived from information presented within the Heritage Preservation Sub-Element. These findings form the basis of the goals and policies which are presented on the following pages.

1. By 1995, the City's heritage resources consisted of seven landmark structures, one pair of landmark trees and one commercial landmark district, five cultural resources streetscapes, (blockfaces containing several buildings of architectural or historical interest and which form a harmonious and pleasing pattern) one heritage housing district, 64 cultural resource structures and 16 cultural resource trees or tree groups.
2. Although this inventory represents a significant achievement, there have also been losses. During the last fifteen years a total of 17 individual cultural resources buildings and two trees have been removed, most to make way for new residential development.
3. Sunnyvale's population is expected to continue to grow. It is estimated that the population will reach 139,700 by the year 2010. With this kind of projected growth, and given the lack of vacant land available for development, it should be anticipated that the pressures to redevelop older neighborhoods will intensify.
4. Since most of the homes with a cultural resource designation are located in these older neighborhoods, these properties may be particularly at risk.
5. In addition to individual cultural resources properties that may be at risk, several of the City's cultural resource streetscapes have been significantly altered by new development. This pattern could continue unless policies are developed and implemented that give more value to maintaining the City's existing heritage resources.
6. Past achievements have included the enactment of the Heritage Preservation Ordinance and the establishment of the Heritage Preservation Commission to implement the provisions of the ordinance. With these regulations and procedures in place and with the designation of the Cultural Resources Inventory as the City's formally recognized catalogue of heritage resources, the most significant regulatory actions have already taken place.
7. It is now time to focus on educating the community about its heritage and inviting greater public participation in heritage preservation programs and projects.

Goals and Policies

- | | |
|------------|---|
| Goal 6.3A. | To promote knowledge of, and appreciation for, Sunnyvale's heritage and to encourage broad community participation in heritage programs and projects. |
|------------|---|

- Policy 6.3A.1 Provide information on Sunnyvale's heritage to schools, civic groups, neighborhood organizations, business organizations and other established organizations.

Action Statements

- 6.3A.1a. Consider development of partnerships with the Sunnyvale Historical Society and other interested organizations and individuals to prepare a plan for a comprehensive multi-media informational resource package on Sunnyvale's heritage resources and programs.
- 6.3A.1b. Use informational materials provided by other sources, such as the Sunnyvale Historical Society and the Sunnyvale Historical Museum.
- 6.3A.1c Seek out funding sources to develop multi-media presentation resources.
- 6.3A.1d Publish and distribute written materials.
- 6.3A.1e Provide copies of all materials, including materials and information developed as a result of historical research, to the library for the Sunnyvale historical archive.
- 6.3A.1f Consider making presentations on Sunnyvale's heritage preservation resources and programs to school boards and to school classes and/or make materials available to teachers.
- 6.3A.1g Consider making presentations on Sunnyvale's heritage preservation resources and programs to organizations such as the Chamber of Commerce and groups such as Murphy Avenue business owners, as well as to interested neighborhood and community groups.
- 6.3A.1h Mail monthly meeting agendas and announcements of heritage preservation events to interested organizations and individuals.

- Policy 6.3A.2 Develop and expand cooperative working relationships with schools, civic groups, neighborhood organizations, business organizations and other established organizations to share in the promotion of heritage programs and projects.

Action Statements

- 6.3A.2a. Provide training to assist Heritage Preservation Commissioners who wish to make presentations to other local government agencies and private organizations about Sunnyvale's heritage preservation resources and programs.
- 6.3A.2b Encourage Heritage Preservation Commissioners to act as liaisons to other organizations such as the Sunnyvale Historical Society, in order to maintain current and effective communication and maximize the benefits of mutual cooperation.

Policy 6.3A.3 Promote the understanding that heritage preservation enhances property values and provides financial and economic benefits to property owners, neighbors and the City.

Action Statements

6.3A.3a Collect information on the economic development and vitality of Murphy Avenue.

6.3A.3b Research and document the link between preservation and enhanced property values and/or economic development.

6.3A.3c Integrate economic benefit information with other information provided in presentations and written materials.

Policy 6.3A.4 Consider development of a comprehensive outreach program to encourage involvement of a broad spectrum of the community in heritage preservation issues and projects.

Action Statements

6.3A.4a If demographic changes indicate the need to do so, consider development of multi-lingual informational materials for distribution.

6.3A.4b Develop ongoing relationships with the local press to maximize publicity opportunities for heritage preservation programs and projects.

6.3A.4c Use the community access channel to publicize programs and events.

Policy 6.3A.5 Provide helpful and efficient customer service to persons interested in heritage resources.

Action Statements

6.3A.5a Maintain current data on heritage resources.

6.3A.5b Provide written materials on heritage resource regulations, procedures, projects and programs for distribution.

6.3A.5c Maintain public records related to heritage preservation in an organized, systematic manner.

6.3A.5d Provide a California and local history collection that meets the needs of historical research and is archival in scope for Sunnyvale and the Santa Clara Valley. (Same as Library Sub-Element 6.2C.3d.)

6.3A.5e Work with the Sunnyvale Historical Society in studying the feasibility of establishing a Sunnyvale Historical Archive Collection. (Same as Library Sub-Element 6.2C.3e.)

Policy 6.3A.6 Keep all informational materials, whether written, visual or graphic, as current as possible.

Action Statements

- 6.3A.6a Update the Cultural Resources list each time there has been a change in the properties listed on the Cultural Resources Inventory.
- 6.3A.6b Revise and republish the Cultural Resources Inventory every five years, or as needed.
- 6.3A.6c Revise and republish the Murphy Avenue Design Guidelines every ten years, or as needed.
- 6.3A.6d Review the Heritage Preservation Sub-Element periodically to determine if it should be updated.
- 6.3A.6e Consider republication of the book Images.
- 6.3A.6f. Acknowledge and use all appropriate resources, including oral traditions, when developing informational materials.
- Policy 6.3A.7 Ensure that appropriate and effective public notification and access are provided for all heritage preservation commission activities and all heritage preservation programs and projects.
- Goal 6.3B. To enhance, preserve and protect sunnyvale's heritage, including natural features, the built environment and significant artifacts
- Policy 6.3B.1 Preserve existing landmarks and cultural resources and their environmental settings.

Action Statements

- 6.3B.1a Continue to monitor and review development on Murphy Avenue, to preserve its heritage resources and encourage the maintenance of an environment that attracts both visitors and local residents, thereby encouraging Murphy Avenue's ongoing commercial vitality.
- 6.3B.1b Use the review process to encourage the development and maintenance of appropriate settings and environments for heritage structures, to the greatest degree feasible.
- 6.3B.1c Protect the architectural and spatial development characteristics of cultural resource streetscapes, to the greatest degree feasible.
- 6.3B.1d Encourage ongoing maintenance and appropriate use of heritage properties.
- 6.3B.1e Consider instituting a "Partners" program for older neighborhoods containing a number of cultural resource structures where there is evidence that structures in the neighborhood may be deteriorating due to poor maintenance and lack of repairs.

- Policy 6.3B.2 Provide owners of heritage resource properties with information on the various tax and other financial benefits that may be available to them, and, when needed, assist them with applying for these benefits.

Action Statements

- 6.3B.2a Identify all potential tax and other financial incentives to encourage the preservation and proper maintenance of heritage properties and keep this information current.
- 6.3B.2b Prepare and distribute a mailer on financial incentives to owners of heritage resource properties.
- 6.3B.2c Provide financial incentives information to potential owners and those inquiring about renovating their properties.
- 6.3B.2d If needed, assist owners in preparing required historic documentation.
- 6.3B.2e At owner's request, consider Mills Act contracts with owners of residential landmark properties.
- Policy 6.3B.3 Enhance the visual character of the City by preserving diverse as well as harmonious architectural styles, reflecting various phases of the City's historical development and the cultural traditions of past and present residents.

Action Statements

- 6.3B.3a Identify architectural features and styles which are of historical, architectural or cultural interest and encourage the preservation of these features and styles whenever possible, even when a building or streetscape has not been specifically designated as a heritage resource. The Citywide Design Guidelines and the design review process can be used to support this approach.
- 6.3B.3b When new residents wish to make changes that will affect the architectural character of older homes which have distinctive architectural features or style, encourage them to retain the most significant architectural features.
- Policy 6.3B.4 Identify and work to resolve conflicts between the preservation of heritage resources and alternative land uses.

Action Statements

- 6.3B.4a When proposals are received which could involve removal of heritage resources or significantly affect such resources or their environments, including cultural resources streetscapes, such proposals should be reviewed by a heritage resources committee, composed of staff from various divisions of the Community Development Department, to ensure that decisions that are made consider all significant factors. The

committee should seek the advice of the Heritage Preservation Commission when appropriate.

- 6.3B.4b Consider providing more flexibility in the zoning code to provide for adaptive reuse of heritage structures when existing uses are not economically feasible and alternative uses would not be allowed under existing zoning regulations.

Policy 6.3B.5 Seek out, catalog and evaluate heritage resources which may be significant.

Action Statements

- 6.3B.5a Conduct surveys of older residential neighborhoods and those containing homes built by well known architects and/or containing homes of a distinctive design to determine if such homes and streetscapes should be considered for inclusion in the Cultural Resources Inventory.

- 6.3B.5b Identify structures or other resources which are now designated as "cultural resources" but which have qualities that may make them eligible for landmark status.

- 6.3B.5c Identify trees, sites and artifacts which should be considered for cultural resource status.

- 6.3B.5d Where it has been determined that a structure, streetscape or other heritage resource should be considered for designation as a cultural resource or as a landmark, institute the process to designate them accordingly.

Policy 6.3B.6 Whenever a local landmark may have qualities that might make it eligible for a State or National Landmark status, encourage the owner of the landmark to apply for that status and actively assist with the application process.

Policy 6.3B.7 Encourage a commercially strategic mix of uses on Murphy Avenue.

Action Statements

- 6.3B.7a Consider the current use pattern to determine if the use mix is in balance or whether more diversity is needed.

- 6.3B.7b Solicit and encourage a commercially desirable mix of uses.

Policy 6.3B.8 Maintain current information on all State and Federal programs, projects, policies and funding sources which could affect or enhance Sunnyvale's heritage programs.

Policy 6.3B.9 Maintain the heritage preservation ordinance and its regulations and procedures as part of the Sunnyvale Municipal Code, making minor modifications as necessary but keeping its principle functions intact,

including the maintenance of the Heritage Preservation Commission's roles and functions.

Policy 6.3B.10 Archeological resources should be preserved whenever possible.

Action Statement

6.3B.10a Whenever construction is proposed in an area which may contain archeological resources, a condition of approval for the project should provide that construction should cease and a qualified archeologist be called in the event that evidence of archeological resources is found.

Policy 6.3B.11 Provide a qualified Heritage Preservation Commission whose members have the skills and expertise needed to perform their roles properly.

Action Statements

6.3B.11.a Actively recruit individuals with the desired qualifications and expertise to serve on the Heritage Preservation Commission.

6.3B.11.b Encourage Commissioners to attend relevant workshops, seminars and conferences.

Arts Sub-Element

Introduction

This Sub-Element is the basis for considering the provision of Arts Programs and Services in the economic and social context of today and creates strategies for the future which include new ways of doing business to ensure that the Arts remain a strong component in the provision of community leisure services.

Since 1983, the City of Sunnyvale and its residents have experienced rapid and significant changes which have affected the individual, family, environment, government services and the economy. The "age of rapid change" is projected to continue through the 90's and well into the twenty-first century. During such time, the mental and physical well-being of individuals and communities become critical factors in developing and maintaining a high quality of life.

In the course of updating the Arts Sub-Element, it was confirmed that individuals and groups embrace the Arts as a integral part of the quality of life, and the arts programs, services and facilities are highly valued public services. Often defined as the "soul" of the community, diverse arts programs bring value to many aspects of the community.

Social Value of the Arts: People share their cultural differences and find common ground for interaction and communication through participation in the Arts. Social interaction fostered by the Arts breaks down unfamiliarity, isolation and racism when people of different generations, cultures and levels of ability come together through arts experiences and opportunities. Community support for the Arts develops citizenship, serves as an outlet for personal feelings, observations and perspectives and fosters leadership skills. The Arts bring "joie de vivre" to communities to our everyday lives and offer relief and respite from an increasingly demanding world.

Value of the Arts in Education and Personal Development: Through participation in the Arts, individuals develop a balanced and meaningful life by expanding skills, reducing stress and building a positive self-image. The Arts provide opportunities for positive lifestyle choices instead of self-destructive and anti-social behaviors. Participation in the Arts enhances educational development by encouraging problem-solving, flexibility, creativity, cooperation, persistence and reasoning.

Economic Value of the Arts: In addition to being a vital means of social enrichment, the Arts are an economically sound investment for communities of all sizes. The Arts represent an industry that generates jobs and supports the local economy. At the local and state levels, the non-profit arts industry is larger than many manufacturing industries and encourages growth and creativity in the commercial sector and nurtures communication, entertainment and technology. The Arts are a catalyst for tourism, business relocation and expansion within the community.

Community Aesthetics, Identity and the Arts: The cultural identity of a community is enhanced by the application of quality architectural design and inclusion of public art in physical boundaries, gateways, landmarks, open spaces and buildings. Public Art distinguishes communities from one another and adds human dimension to both outdoor and indoor environments by adding color and movement while defining "a sense of place".

Physical Activity, Healing and the Arts: The development of fine and gross motor skills are stimulated and improved through participation in the Arts. Various forms of dance build stamina, boost cardiovascular fitness and improve muscle tone through stretching, range of motion and strengthening activities. Eye-hand coordination is developed through activities such as painting, drawing and pottery. The Arts offer an opportunity to develop physical and mental balance while stimulating the intellect, enhancing learning processes and developing cognitive skills. The Arts' role in the healing process is widely recognized and provides individualized opportunities to express emotions and experiences. The Arts are a positive outlet for self-expression, serve as an effective intervention and build self-esteem and a sense of personal achievement.

Major Facts and Findings

The following major findings are derived from information presented within the Arts Sub-Element. These findings form the basis of the goals and policies which are presented on the following pages.

Changing Community Demographics and Implications for Arts Programming and Services: Based on information compiled for the 1993 Recreation Sub-Element and this Arts Sub-Element, it is apparent that significant changes in demographics, economic conditions, family structure, ethnic diversity and prevailing values and priorities have occurred in Sunnyvale. Because of the relevance to the Arts Sub-Element, the awareness of an adaptation to prevailing demographic, social and economic conditions are crucial to effectively address community needs related to the arts.

Changing Financial Conditions of the City: Since 1983, Sunnyvale's financial status has been dramatically impacted by both state and federal mandates which have cost the City approximately \$77 million in the past five years. These mandates represent about 23% of the City's annual operating budget. Anticipated revenues from taxes were further reduced by the State of California and by the end of the Fiscal Year 1993-94, City revenues were reduced by approximately 5.09 million annually. Since demand for City services continues to escalate and voters are not anxious to approve new or increased taxes, it was critical for the City to develop financial strategies which would not result in widespread service reductions.

Program, Facility and Service Development Since 1983 and Future Policy Directions: All of the goal, policies and action statements of the 1983 Cultural Arts Sub-Element have been addressed since its adoption. In addition, an increasingly broad range of community needs have been successfully addressed.

Customer Service and Citizen Action: The Department of Parks and Recreation's approach to customer concerns is consistent with that of the City's "Commitment to Excellence", in terms of providing easily accessible channels for the communication of concerns, as well as systems for timely and effective response.

Financial Strategies Guiding the Provision of Arts Programs, Facilities and Services: Success of the Arts depends in stable long-term funding and strategies which encourage arts participation and appreciation. The City of Sunnyvale has been a role model in developing

and supporting stable funding for a Community Arts Program that has not be reliant on outside funding sources.

Goals and Policies

Goal A: Ensure the financial viability of arts programming, services and facilities in Sunnyvale through partnerships with the private and public sector that enable the city to leverage resources while maintaining high standards of customer service.

Policy A.1. Maximize City, school, private industry, social service, and arts-related resources through collaborative development and implementation of arts programs, services and facilities with a strong focus on customer service.

Action Statements

- A.1.a. Seek sponsorships for arts programming and special events.
- A.1.b. Expand partnerships with school districts to enhance arts education and enrichment programs for all youth.
- A.1.c. Work in partnership with neighborhood associations and other community organizations in the provision of community arts programs and services.
- A.1.d. Explore partnerships with other arts related agencies to further regional support for the Arts.
- A.1.e. Explore partnership opportunities with private business and industry to enrich the Arts in the business environment as well as in the broader community.
- A.1.f. Explore partnership opportunities to provide or facilitate multi-cultural celebrations.
- A.1.g. Explore opportunities to partner with the Sunnyvale Library to provide multi-cultural and arts related programs and services including literature and poetry readings.
- A.1.h. Work with the Economic Development Division to identify the economic benefits of the Arts to the Sunnyvale community.

Policy A.2. Encourage active citizen involvement in development and provision of arts programs, facilities, and services.

Action Statements

- A.2.a. Annually establish actions in the Arts Commission's work plan to enhance its role as an advisory body to the City Council in actively overseeing and promoting the advancement of the Arts.

- A.2.b. Annually establish actions in the Arts Commission's work plan to enhance its role in promoting the education of citizens and citizens' groups as to the needs, opportunities, and potentials of arts programs, facilities and services throughout the community.
 - A.2.c. Develop and utilize arts steering committees, teen and other community advisory committees and focus groups, as appropriate, to evaluate community needs for arts programming, facilities and services.
 - A.2.d. Provide meaningful opportunities and training for volunteer involvement in the provision of arts programs, facilities and services, and recognize their contributions in a variety of ways.
 - A.2.e. Conduct a comprehensive assessment of needs and use of programs, facilities, and services in conjunction with the needs assessment related to the updating of the Recreation and Arts Sub-Elements.
 - A.2.f. Provide mechanisms to solicit, receive, and respond to public comments on the quality, variety and effectiveness of and customer satisfaction with arts programs, facilities and services in conjunction with budget performance measures.
 - A.2.g. Increase outreach to establish partnerships and increase communication between the City and multi-cultural groups within the community.
- Policy A.3. Encourage a supportive environment that is receptive to the Arts and welcomes the presence of Art, resident performing arts companies, art services, performances, artists and performers in the community.

Action Statements

- A.3.a. Continue Co-sponsorship of arts-related non-profit groups to the degree financially feasible and provide opportunities for new arts groups to become co-sponsored.
- A.3.b. Evaluate availability of rehearsal, performance and studio space for local artists and multi-cultural events and consider ways the City can facilitate that provision.
- A.3.c. Provide a distribution/referral/publicity center for local arts groups to publicize their activities, services and performances.
- A.3.d. Evaluate potential barriers to attracting and retaining arts related groups and ventures in the City.
- A.3.e. Explore ways to communicate the City's receptivity to the Arts and arts-related ventures in the community.

Policy A.4. Further a sense of community identity through the promotion of the Arts.

Action Statements

- A.4.a. Work with community groups to identify appropriate sites to create art projects such as community murals in public settings including City and school facilities and open spaces, consistent with financial constraints and priorities of the City.
- A.4.b. Develop and implement processes for community involvement in selecting artists for City-commissioned art work.
- A.4.c. Explore with Arts Commission and Planning Commission ways to encourage continuation of a sense of community identity through the Arts.
- A.4.d. Encourage use of art landmarks and references in publications about the City.
- A.4.e. Evaluate and consider implementing arts and multi-cultural events, such as the Hands on the Arts Festival, as a way to develop community identity.
- A.4.f. Explore with the Economic Development Division and Sunnyvale Chamber of Commerce ways and means for art programs and services to be used in attracting and retaining business and industry.
- A.4.g. Identify opportunities for the City to assume an advocacy and leadership role on behalf of the need for and benefits of the Arts and arts funding at the local, regional, state and federal levels.

Goal B: Promote the physical and mental well being of the community and ensure equal opportunity for participation by providing opportunities within given resources and exercising strong customer service for high quality involvement - both passive and active - in arts programs and services.

Policy B.1. Provide balanced performing and visual arts programs and services within given resources, meeting high customer service standards and addressing the needs and interests of a culturally diverse community.

Action Statements

- B.1.a. Provide a balanced array of opportunities for both passive and active participation in arts programs and services including: dance, drama, music, literary and visual arts.
- B.1.b. Within given resources, continue to provide exhibition opportunities featuring local artists showing a variety of art styles and mediums.
- B.1.c. Consider development of an annual exhibit to showcase arts instructors' talents.

- B.1.d. Develop, modify, enhance or reduce programs and services based upon the findings of periodic market surveys, trends in the Arts, needs assessments and customer feedback.
 - B.1.e. Explore access to KSUN and/or other government access television stations to include arts programming and participation opportunities.
 - B.1.f. Actively seek ways to ensure that programming of the visual, musical, literary and performing arts reflect community diversity.
- Policy B.2. Implement art program offerings within given resources and meeting high standards of customer service to meet the needs of identified groups within the population recognizing the rich cultural diversity of the community.

Action Statements

- B.2.a. Continue offering arts classes tailored for Older Adults utilizing the Multi-Purpose Senior Center as well as encouraging intergenerational activities.
 - B.2.b. Continue to provide and develop arts programs for individuals with disabilities.
 - B.2.c. Meet or exceed requirements of the Americans with Disabilities Act, making programmatic adjustments where necessary, to provide equal access to arts programs, events, and services.
 - B.2.d. Take into account family and school schedules, supervision needs and availability of transportation when planning arts programs and classes.
 - B.2.e. Evaluate a decentralized approach to offering arts programs and services, using the Columbia Neighborhood Service Center as a model.
- Policy B.3. Promote awareness, understanding and communication among different cultures and identified groups within the community through the use of the Arts.

Action Statements

- B.3.a. Provide opportunities for exposure to and participation in art programs representative of an array of cultures.
- B.3.b. Focus on the commonalities of art in differing cultures when offering programs and services.
- B.3.c. Identify cultural groups in the community and explore ways to facilitate and build partnerships for the provision of culturally diverse arts-related programs.

Goal C: Positively impact the development of youth by providing a strong foundation in the arts which can serve as intervention and prevention through opportunities for high quality involvement - both passive and active - in arts programs and services within given resources.

Policy C.1. Develop and implement, within available resources, art programs and services that positively impact youth development through reduction of unsupervised time, so as to minimize and deter future high risk behavior.

Action Statements

C.1.a. Continue and seek partnerships with local school districts to offer after-school programming with a strong focus on the Arts.

C.1.b. Explore the City's role in providing or facilitating instrumental music instruction for elementary and middle school age children.

C.1.c. Consider and implement arts and enrichment programs for elementary, middle, and high school youth which address developmental needs for structure, creativity, role models, positive values, skill building, community involvement, and socialization and which supplement curriculum offerings.

C.1.d. Consider an art component to the program offerings at the new Columbia Neighborhood Service Center.

C.1.e. Explore with Public Safety ways that art can be used as an intervention for at-risk youth and other youth becoming involved in the criminal justice system.

C.1.f. Provide children with performing arts experiences which develop long-term appreciation of the Arts and encourage future audience participation.

Goal D: Maintain sound financial strategies and practices that will enable the City to provide a comprehensive arts program to a maximum number of citizens while supporting the concept and objectives of the community recreation enterprise fund.

Policy D.1. Support the concept and objectives of the Community Recreation Fund as a means to increase self-sufficiency of arts programs and services while reducing reliance on the City's General Fund.

Action Statements

D.1.a. Enhance the use of entrepreneurial strategies to strengthen the Position of the Arts in the community and identify and reach new markets for arts programs and services.

D.1.b. Explore establishment of a non-profit supportive "friends" organization that can raise funds and solicit resources on behalf of arts programming and services, consistent with the City Council's goals and policies.

- Policy D.2. Identify additional non-General Fund revenue sources and, where possible, increase revenues from arts programs, services and facilities without jeopardizing the integrity and infrastructure of related facilities and with a commitment to providing excellent customer service.

Action Statements

- D.2.a. Leverage available resources by pursuing co-funded and/or cooperative agreements for both expansion and maintenance of arts programs, facilities, and services, in order to maximize benefits to the community.
- D.2.b. Seek outside financial support from foundations or through gifts for facilities and program initiatives, where the cost of obtaining and maintaining the grant does not negate its value.
- D.2.c. Explore potential sponsors for expanded Concerts in the Park Program and Downtown Concert Series.
- D.2.d. Explore potential partners for ongoing support of after school programs, such as the Sunnyvale YES! Express.
- D.2.e. Explore additional partnerships and/or funding sources for the Sunnyvale Creative Arts Center Gallery.

- Policy D.3. Utilize available pricing and promotional tools in order to maximize participation and/or use related to arts programs, facilities, and services, without jeopardizing the integrity and infrastructure of related facilities.

Action Statements

- D.3.a. Utilize market-based pricing in the establishment of arts-related fees, and continually evaluate the effectiveness of pricing strategies.
- D.3.b. Continue to use sound promotional strategies related to arts programs, facilities, and services.
- D.3.c. Evaluate the use of current and emerging technologies as a means of encouraging and enabling participation.
- D.3.d. Continue support of the City's philosophy to be a customer driven organization through staff training and other supervisory policies and practices.

- Goal E: Create an aesthetically pleasing environment for Sunnyvale through use of functional and decorative art.

- Policy E.1. Encourage alternative funding sources, funding strategies and incentives to provide and encourage the provision of art in public and private development.

Action Statements

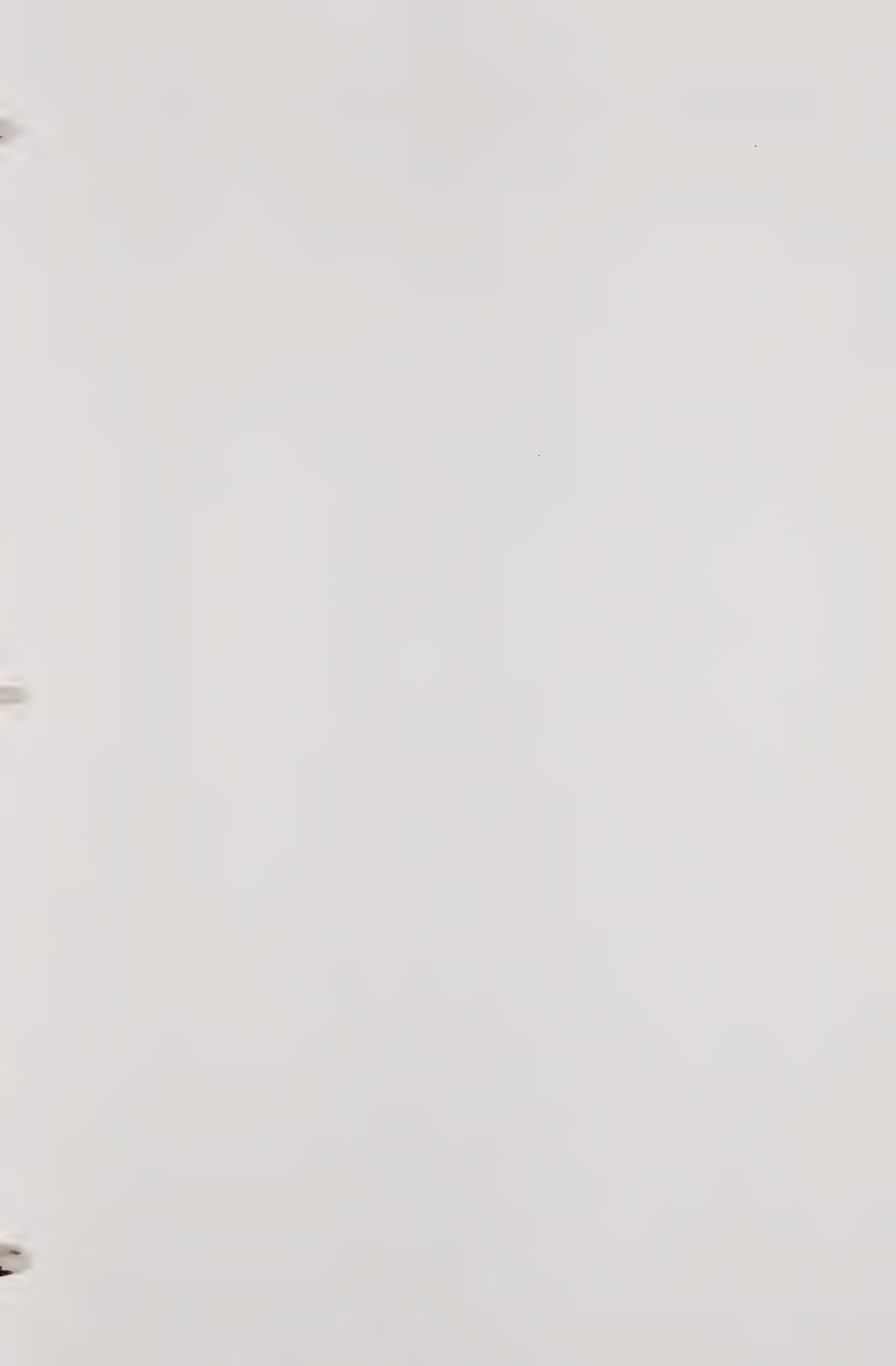
- E.1.a. Explore cost effective alternatives to incorporate art into development projects, including the use of functional art.
 - E.1.b. Explore potential private sector funding for Art in Public Places.
 - E.1.c. Consider review of existing code requirements for Artwork in Private Developments for effectiveness and compatibility with City goals and modify as appropriate, looking at incentive-based alternatives to requirements.
 - E.1.d. Explore a process to work with Public Works and Community Development Departments on development projects, so that an integrated art component is recognized as a goal early in the planning process where financially feasible.
- Policy E.2. Provide and encourage the incorporation of art - both functional and decorative - in public and private development.

Action Statements

- E.2.a. As non-general fund resources allow, develop a new Master Plan for Public Art.
 - E.2.b. Look for opportunities to participate in County and/or regional projects to incorporate art, such as with the planning of the station design for the Tasman Light Rail Project.
 - E.2.c. Work with Department of Public Works to include public art components as part of Interpretive Signage Project at SMaRT Station/WPCP Complex.
 - E.2.d. Identify and consider opportunities for art components to parks development and/or redevelopment projects, such as at Baylands Park.
 - E.2.e. Identify appropriate sites for placement and inclusion of public art, with an eye to visible sites on publicly owned property with an even geographic distribution, such as neighborhood centers, parks and special use facilities.
- Goal F: Provide and maintain arts facilities based on community need and the city's ability to finance, construct, maintain, and operate them.
- Policy F.I. Provide, maintain, and operate arts facilities within financial constraints such as the Community Center Theatre, Creative Arts Center, artists' studios, gallery and public art collection in a safe, clean and usable condition with attention to customer satisfaction.

Action Statements

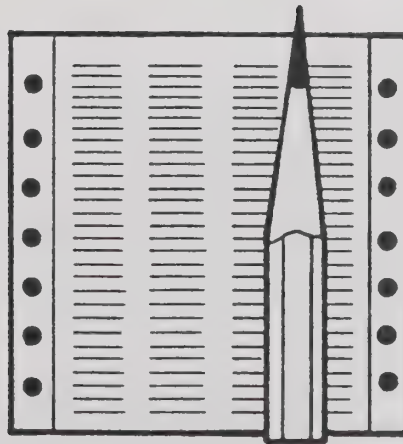
- F.1.a. Conduct periodic surveys and evaluations of use patterns and customer satisfaction in order to provide arts facilities which most effectively meet the community's needs.
- F.1.b. Adhere to a regular schedule of inspection and maintenance of facilities to ensure that high standards of safety, quality, appearance, comfort and customer satisfaction are met in arts facilities for both citizens and City staff.
- F.1.c. Plan and implement appropriate non-use times for arts facilities which will ensure adequate maintenance time.
- F.1.d. Conduct ongoing surveys of special populations related to facilities in order to provide maximum accessibility.
- F.1.e. Evaluate opportunities to utilize regional arts facilities and resources.



7. Planning and Management Element

Sunnyvale's General Plan is unique. It is a reflection of the City's administrative organization and service delivery system. The long term goals are planned together with the means to pursue and accomplish these goals and policies. The Planning and Management Element outlines how the City will plan and manage its resources. The following sub-elements are part of this element:

- ☐ Fiscal Management
- ☐ Community Participation
- ☐ Legislative/Management



Fiscal Management Sub-Element

Executive Summary

Money is the key to much of what the City does. Every service provided, every person hired, every capital improvement built depends on the availability of funds. This fiscal sub-element of the general plan, therefore, touches on all of the programs, services, and capital projects and acquisitions discussed in all of the other elements of the general plan. In particular, this sub-element:

- Describes the City's strategic planning structure, including its Planning and Management System (PAMS), its Ten-Year Resource Allocation Plan, and its Performance Budget;
- Describes the City's financial controls and practices;
- Analyzes the City's past and present financial conditions, and projects its future condition; and
- Sets forth the City's fiscal policies.

Purposes of the Fiscal Sub-Element

The fiscal sub-element is designed to assist Sunnyvale in approaching and making financial decisions from a long range and comprehensive perspective. It is intended to insure that the fiscal aspects of policy issues are considered whenever and wherever decisions are made. It does so by establishing clear relationships between City goals and policies and their fiscal needs and impacts.

Budgeting and the Planning and Management System (PAMS)

In order to tie together in one comprehensive blueprint every major activity of the City, the City developed the Planning and Management System. This system eliminates the guesswork of where the City is going and how it plans to get there. It provides a linkage between City Council goals and policy, allocation of money in the budget, and assignments to staff.

Ten-Year Resource Allocation Plan

To promote long range fiscal and service planning, PAMS provides that the City Manager annually propose a Ten-Year Resource Allocation Plan, which includes an operating budget for the first two years. The City Council adopts only the first year of the two-year budget and approves the second year in concept. This approach - which was instituted in 1982-83 to expedite preparation of the budget - coincides with the two-year period during which there is no City Council election. The process employed provides an opportunity for the Council, City officials, and citizens to jointly develop goals and to set service delivery standards and policies for the City.

The Ten-Year Resource Allocation Plan provides a way for the City to measure the cost of any policy decision in terms of long-range expenditure requirements; and it is one of several budget tools that clearly show the relationship between the City's goals and its allocation of resources.

Performance Budget

The traditional budget details the costs of services using "line-item" or "object" accounts. Sunnyvale's Performance Budget emphasizes the budgeting of resources to accomplish clear, specific, and measurable service objectives. The budget is organized by programs, objectives, and tasks in order to directly relate the labor, materials, and other costs to the results that are to be produced. This linkage provides the means for measuring both the efficiency and effectiveness with which the City's human, material, and fiscal resources are utilized.

Together, the Ten-Year Resource Allocation Plan and the Performance Budget establish a process to assist management in scheduling work and resources to carry out the goals and policies of the City's general plan. In preparing the base budget, program managers review service objectives, units per hour, unit costs, numbers of units, and performance indicators. From that data, they determine what resources in what amounts are necessary to maintain performance objectives and service levels.

The Ten-Year Plan is also an essential part of the policy-setting process of the City. By expressing the budget in specific levels of service, the City Council is able to establish clear direction as to the quality and levels of services that are to be provided.

Accounting and Financial Practices

The City's year-end financial statements include balance sheets and operating statements, and they detail the cost of each service provided, the costs that are being postponed to future periods, and the accumulation of unfunded pension liabilities. A four-week accounting period is used to provide management with timely information on revenues, work hours, units of effort produced per work hour, costs per work hour, and percent of budget used to date. These reports are used at the end of the year to evaluate managers' performance.

The City's accounts are organized into "discretionary" and "proprietary" funds. Discretionary funds include the General Fund (the City's largest), and the Gas Tax fund. Proprietary funds include the Water Revenue, Sewer Revenue, Refuse Collection, and Golf Course funds, and two internal services funds - the General Services Fund and the Employee Benefits Fund. Standard accounting methods and audit procedures are used, as recommended by the National Council on Governmental Auditing and the Government Finance Officers' Association.

Financial Controls and Practice

Sunnyvale's budget is based on the philosophy that necessary resources are allocated to meet pre-determined service levels, expressed in terms of specific results expected.

Capital improvements tend toward "pay-as-you-go," and are phased to fit available resources. However, land needed for later improvements may be purchased on an opportunity basis before it is developed for private use.

A system of "full-cost accounting" is used so that the costs of personnel benefits, equipment and vehicle expenses, capital project and maintenance costs, and other overhead are not overlooked.

Not all taxpayers use all of the services the City offers. To the degree possible, the basic functions of government (such as Public Safety) are supported without resorting to a fee, whereas specialized functions used by a small percentage of the public (such as the golf course, or building permits) are supported by fees. The use of full-cost accounting insures that users of the "special" activities will be charged appropriate "fees-for-service," with the absence or the degree of subsidy known.

Use of debt

Sunnyvale uses debt-financing where an improvement needs to proceed before all of the revenues can be assembled. Depending on interest and inflation rates and the cost of issuing the debt instruments, the use of debt to finance an improvement may be less expensive in the long run than "pay-as-you-go." The City Charter establishes a debt ceiling of 15% of assessed value for all debts, excluding utilities; however, the goals in this sub-element recommend that debt not exceed 5% of assessed valuation or \$350 per capita.

Generally, however, the City has been operating on a pay-as-you-go basis. The debt ratio has been very low (only 0.35% of assessed value in 1987-88). All of the City's general obligation bonds will be completely re-paid and redeemed by the end of fiscal year 1988-89. At that time, the property tax will not be supporting any debt, a unique and enviable position for a city government.

Reserves

Contingency reserves protect the City if revenues fall short of projections. They are also used as "sinking funds" wherein monies are set aside and allowed to accumulate in order to meet a known future obligation. Reserves are also available in the event of emergencies or disaster.

Expenditure and Revenue Limits

Proposition 13 was aimed at limiting a specific source of revenue - the property tax. Proposition 4 - the Gann Initiative - limits the City's expenditures in accordance with a complicated formula based on population growth and the rate of inflation. The City's Ten-Year Resource Allocation Plan for 1987-1988 projects an annual expenditure level \$6 million below the annual cap. This sub-element incorporates guidelines for accelerating capital improvements, establishing undesignated capital reserves and loan funds, and reducing revenues in the event that the City has more funds available than planned.

Goals and Policies

Introduction

This component of the fiscal sub-element contains an integrated set of goals, policies, and action statements. The goals and policies reflect the general direction in which the City wishes to advance. They provide guidance for decision-making when the City is confronted with changing community conditions. The action statements give specific direction for achieving the City's financial planning and management goals.

This sub-element of the City's general plan recognizes that the city can be economically strong only if financial planning is an explicit part of the decision-making process for all City issues.

The goals, policies, and action statements within this sub-element are based on the following assumptions:

1. The citizens wish to maintain, preserve, and enhance the City's fiscal strength and its sound financial practices.
2. Long-range financial planning is necessary to implement the City's long term goals as expressed in the General Plan.
3. Expenditures should be planned to provide pre-determined levels of service to the community.
4. The City's financial procedures, first, should assure that public funds are protected, and second, should maximize the City's ability to provide quality services.
5. The City's infra-structure is financially irreplaceable and must be maintained in a cost effective manner.
6. High levels of productivity are expected in the delivery of City services.

Goal 7.1A. Revenue: Maintain and enhance the City's revenue base.

Policy 7.1A.1. Revenue base: Maintain a diversified and stable revenue base for the City.

Action Statements

- 7.1A.1a. Encourage a diversified and stable local economy.
- 7.1A.1b. Avoid reliance on restricted and/or inelastic sources of revenue.
- 7.1A.1c. Avoid targeting revenues for specific programs.
- 7.1A.1d. Revenue targeting should be used only when legally required or when a revenue source has been established for the sole purpose of financing a specified program or project.
- 7.1A.1e. Investigate potential new revenue sources, particularly those that do not add to the tax burden of residents or local businesses.
- 7.1A.1f. Levy taxes only to the degree required by the Ten-Year Resource Allocation Plan.
- 7.1A.1g. Encourage revenue growth at a rate equal to or greater than the ten-year projection of revenue requirements.

- 7.1A.1h. Maintain a diversified revenue base, not overly dependent on any land use or external funding source.
- 7.1A.1i. Establish user charges and fees at a level closely related to the cost of providing those services.
- 7.1A.1j. Adjust user fees annually so as to avoid major changes in them.
- 7.1A.1k. For each enterprise fund, review user fees annually, and set them at a level that will support the total direct and indirect costs of the activity.
- 7.1A.1l. Charge fees-for service only where the cost of the service can be easily calculated.
- 7.1A.1m. Fees may be charged for basic General Fund services where it is determined that the fee does not create an economic hardship.
- 7.1A.1n. Reduce the level of subsidy for fee-supported activities. The annual subsidy should not increase in percent terms above the previous year's subsidy.
- 7.1A.1o. Strive to maintain taxes and fees at or below those of comparable cities.
- 7.1A.1p. Annually review which of the City's land holdings are not actively utilized and whether there are holdings which have no foreseeable public purpose.
- 7.1A.1q. Dispose of surplus personal property in the most cost-effective manner.
- 7.1A.1r. Seek all possible Federal and State reimbursement for mandated projects and/or programs.
- Policy 7.1A.2. Revenue Forecasting and Monitoring: Develop and maintain a revenue monitoring system to assist in trend analysis and revenue forecasting.

Action Statements

- 7.1A.2a. Maintain and further develop methods to track major revenue sources.
- 7.1A.2b. Maintain at least ten years' data for all major revenue sources.
- 7.1A.2c. Estimate revenues for the budget year and for each planning year in the Ten-Year Resource Allocation Plan.
- 7.1A.2d. Establish methods to maximize the accuracy of revenue forecasts.
- 7.1A.2e. Establish an investment accounting system to provide management information concerning cash position and investment performance.

7.1A.2f. Project estimated revenues from intergovernmental sources only to the specific date on which entitlement will end.

7.1A.2g. Forecast estimated intergovernmental revenues for which the City is eligible (but which are not guaranteed) to assure that local matching funds will be provided if it is determined that a specific program or service should continue without regard to funding source.

Policy 7.1A.3. Revenue Collection: Develop and maintain an aggressive revenue collection program to assure that monies due the City are received in a timely fashion.

Action Statements

7.1A.3a. File for State-mandated claims.

7.1A.3b. Conduct periodic point-of-sales audits for sales taxes.

7.1A.3c. Conduct periodic audits on all franchises and concessions.

7.1A.3d. Conduct periodic reviews and audits of transient occupancy tax returns.

7.1A.3e. Develop an aggressive collection system for all accounts receivable, including utility receivables.

Goal 7.1B. Financial Practices: Maintain sound financial practices which meet all applicable standards and direct the City's financial resources toward meeting the City's long term goals.

Policy 7.1B.1. Resource Allocation: Allocate resources in direct relation to general plan goals.

Action Statements

7.1B.1a. Direct capital improvements so as to implement General Plan goals.

7.1B.1b. The City Manager should include in each proposed budget a statement describing how each proposed improvement (or category of improvement) accomplishes General Plan goals.

7.1B.1c. When considering new or expanded services, implement those necessary to support the goals, policies, and action statements of various General Plan elements and sub-elements.

7.1B.1d. Involve citizens in the budget process to the extent feasible.

- Policy 7.1B.2. Capital Improvements, Maintenance and Replacement: Provide for optimal maintenance of capital improvements and schedule equipment for future replacement at the most cost-effective time.

Action Statements

- 7.1B.2a. Maintain Capital improvements to the level required to adequately protect the City's capital investment and to minimize future maintenance and replacement costs.
- 7.1B.2b. Give high priority to replacing capital improvements when they have deteriorated to the point where they are hazardous, incur high maintenance costs, negatively affect property values, or no longer serve their intended purposes.
- 7.1B.2c. Assume the cost of replacing those improvements which were not developer-installed, such as parks, sewers, and water lines. Replacement of water and sanitary sewer lines should be financed through the Water and Sewer Funds. Replacement of streets, sidewalks, and storm drains should be financed by the General Fund.
- 2.1B.2d. New improvements such as sidewalk, curb and gutter, and water and sewer lines should be funded by those directly benefitting, to the degree benefitted.

- Policy 7.1B.3. Capital Improvement Design: Design capital improvements to assure cost efficiency and to accomplish City goals and policies.

Action Statements

- 7.1B.3a. Base the planning and design of capital improvements on standards which minimize construction costs, while assuring acceptable useful life and reducing maintenance requirements.
- 7.1B.3b. Waterline, sanitary sewer, and storm drain line improvements should be designed and constructed to the size required to serve the City's capacity needs when fully developed. Water and sanitary sewer support systems need not reflect full future demand, but should be designed to accept future load without the need to substantially redesign existing facilities.
- 7.1B.3c. Facility improvements should include, where possible, at least the following in their design and construction:
1. Energy efficiency.
 2. Minimum maintenance.
 3. Efficient physical relationship for those working in the facility.

4. Capacity adequate to meet the requirements projected for the last year of the Ten-Year Resource Allocation Plan.
5. Ability to accommodate future expansion with minimum remodeling costs.

Policy 7.1B.4 Intergovernmental Funds: Recognize in ten-year planning the lack of stability inherent in intergovernmental funds, and reduce reliance on intergovernmental assistance.

Action Statements

- 7.1B.4a. Discourage use of intergovernmental grant assistance for routing programs. Intergovernmental grants may be used for special projects which strengthen a program, have a definable starting and ending date, and do not expand a service in such a way as to require the substitution of local funds to continue part or all of the service once intergovernmental assistance ends.
- 7.1B.4b. Intergovernmental assistance should be used to establish or expand a program only after the Ten-Year Resource Allocation Plan shows:
 1. Elimination of the program at the end of the intergovernmental funding period, or
 2. Continuation of the program upon completion of intergovernmental funding by including the requisite local funding in the Ten-Year Resource Allocation Plan.
- 7.1B.4c. Utilize a uniform grants application process to assure that the City Council has the information necessary to make a decision regarding a potential intergovernmental grant. Staff should present to Council a Notice of Intent regarding a possible grant source which shall include at least the following information:
 1. The grant being pursued and the use to which it would be placed.
 2. The objectives or goals of the City which will be achieved through use of the grant.
 3. The local match required, if any, plus the source of the local match.
 4. The increased cost to be locally funded upon termination of the grant.
 5. The ability of the City to administer the grant.
- 7.1B.4d. Pursue and use intergovernmental assistance for projects in the Ten-Year Capital Improvement Plan.

Policy 7.1B.5 Performance Budget System: Maintain and refine the Performance Budget System to assure its use for multi-year planning, full cost accounting, and budget monitoring.

Action Statements

- 7.1B.5a. Present an updated Ten-Year Capital Improvement Plan to the City Council annually.
- 7.1B.5b. Include resources required to maintain new capital improvements, commencing in the year the improvement is completed and continuing through the remaining years of the Ten-Year Resource Allocation Plan.
- 7.1B.5c. Provide adequate funding to cover retirement and insurance plans.
- 7.1B.5d. Assure that all costs attributable to a budgeted program are fully costed and reflected in program budgets (with the exception of capital costs of general-use public buildings and facilities).
- 7.1B.5e. Control the growth of City expenditures consistent with meeting public service needs and the requirements of Articles XIII A and B of the California Constitution which limit the growth of revenues and expenditures in accord with prevailing economic conditions. Limit the percent growth of General Fund operating expenditures so that they will not annually exceed the percentages derived from the following formula: the consumer price index (CPI) for the San Francisco Bay Area, plus population growth, plus the percentage derived by dividing the dollar value of building permits for industry and commercial enterprises by the assessed value base for industrial and commercial uses, plus 2%.
- 7.1B.5f. Measure work productivity to ensure an optimal allocation of human and fiscal resources to budget-approved services and programs.
- 7.1B.5g. Allow maximum work productivity to ensure an optimal allocation of human and fiscal resources to budget-approved services and programs.
- 7.1B.5h. Maintain performance measurement and productivity indicators by service objective within each program, and use them for trend analysis and evaluation.
- 7.1B.5i. Present a balanced Ten-Year Resource Allocation Plan to the City Council annually, to include a two-year operating budget.
- 7.1B.5j. Use the Ten-Year Plan as the basis for long-range financial planning decisions.
- 7.1B.5k. Assure that all operating programs have budget objectives which identify the service, the level for that service, and the resources being provided to accomplish the specified objectives.

Policy 7.1B.6 Capital Improvement Funding: Use all available funding sources to finance capital improvement projects consistent with City priorities.

Action Statements

7.1B.6a. Identify revenue sources for each proposed capital improvement project.

7.1B.6b. Seek out and use intergovernmental funding sources for capital improvements, first assuring that the projects meet an initial test of being required to achieve City goals and a second test that the projects will be funded and build in a logical priority.

Policy 7.1B.7 Land Acquisition: Acquire land to meet City goals in the most cost efficient and timely manner.

Action Statements

7.1B.7a. Assure that undeveloped land needed to meet City goals is given a high budgetary priority so that it can be acquired before it is developed.

7.1B.7b. Developed land should be acquired in reasonable proximity to the time the property is required for City purposes.

7.1B.7c. Every effort shall be made to acquire property through negotiation, reserving the use of eminent domain for those circumstances when immediate possession is required and the property cannot be acquired through negotiation at a cost approximating market value.

Policy 7.1B.8 Reserves: Provide a prudent level of reserves for future unexpected expenses and revenue declines; to accumulate funds to support future planned capital improvements; and to level high and low expenditure years in the Ten-Year Resource Allocation Plan.

7.1B.8a. Maintain reserves necessary to cover contingent liabilities.

7.1B.8b. Maintain reserves required for debt service in accordance with debt policy.

7.1B.8c. Plan to maintain contingency reserves equal to 10% of the operating expenses for the General Fund and all enterprise funds.

7.1B.8d. Maintain reserves for funding capital improvements scheduled in future years.

7.1B.8e. Maintain a reserve for repurchase of the Library.

7.1B.8f. Maintain an actuarially sound reserve in the Benefits Fund to protect the City's risk and insurance management program.

7.1B.8g. Maintain reserves necessary to purchase open space and other land needed by the City currently or in the future.

7.1B.8h. Strive to establish an undesignated capital improvement reserve and loan fund in the General Fund. Such a reserve fund may be used to meet unplanned, but needed, capital improvements within the General Fund, and to loan monies to other funds when necessary to reduce the cost of borrowing, or to finance a capital improvement that would otherwise require erratic user fees and rates. Such a reserve fund shall not exceed 20% of General Fund revenues in any fiscal year.

Policy 7.1B.9 General Fund Surplus: Plan the effective use of surplus funds in order to accelerate service programming or reduce taxes.

Action Statements

7.1B.9a. A General Fund surplus is defined to exist when the Ten-Year Resource Allocation Plan indicates that a Ten-Year Plan reserve exists in any one year of the plan and will continue to exist at that level or greater for each subsequent year of the Plan.

7.1B.9b. When a surplus exists, accelerate capital improvements from later years in the Plan to the degree that (1) they are required earlier, and (2) staff can effectively undertake the improvement at the earlier date.

7.1B.9c. When an excess of funds exists, the following criteria should be used in considering revenue reductions:

1. The revenue source should be capable of absorbing a significant reduction over time.
2. The method of reducing revenue should be one which is easy to administer both in the short term and long term.
3. The revenue reduction source should be fair and equitable to those who pay and, to the extent possible, should provide a benefit directly to all taxpayers who are selected to receive the reduction.
4. Only those tax sources over which the City has direct control should be considered for reduction.
5. Reduction should not occur in a revenue source which would reduce the diversity or stability of the General Fund.

Policy 7.1B.10 Enterprise funds: Fully account for and apportion all costs, fees, and General Fund transfers associated with enterprise funds.

Action Statements

- 7.1B.10a. Assure that all direct costs of an enterprise fund are fully cost-accounted.
- 7.1B.10b. Administrative costs shall be transferred to each enterprise fund from the general Fund in amounts equal to the percent of the total operating budget represented by each enterprise fund multiplied by the administrative costs supported by the General Fund.
- 7.1B.10c. The costs of each enterprise, including the transfers from the General Fund, shall be offset by user charges and fees derived from the enterprise activity. "Costs" shall mean all operating, capital, debt service, contingency, and administrative costs.
- 7.1B.0d. Any Revenues in excess of expenditures shall not be used for general municipal purposes.

Goal 7.1C. Debt: Provide a framework for the wise and prudent use of debt.

Policy 7.1C.1 Debt Limits: Limit use of debt so as not to place a burden on the fiscal resources of the City and its taxpayers.

Action Statements

- 7.1C.1a. Limit use of debt in accordance with the following criteria:
 - 1. Total City debt should not exceed 5% of assessed valuation.
 - 2. Total City debt should not exceed \$350 per capita..
 - 3. City and overlapping debt together should not exceed 8 % of assessed valuation.
 - 4. Annual debt service should not exceed 10% of the annual budget.
 - 5. Average outstanding bond maturities should not exceed 10 years.
 - 6. Except in the case of assessment debt, debt reserves equal to the next principal and interest payment should be maintained.
- 7.1C.1b. The following guidelines should apply to the issuance and management of debt:
 - 1. There should be no short-term (debt) borrowing to support routine operations unless (a) the borrowing will be at a lower rate than invested funds, and (b) funds are available for routine operations.

2. Debt payment should not exceed the anticipated useful life of an improvement, and in no case should it exceed 30 years.
3. Generally, debt should be used only to finance improvements that cannot be financed with current revenues. This guideline would not apply when the express purpose of spreading improvement costs over a long period of time is to ensure that future citizens become responsible for portions of the cost.
4. Bond issues should be scheduled to equalize annual debt service requirements to the degree that borrowing costs can also be minimized.
5. Efforts should be made to maintain or improve the City's bond rating.
6. With each bond offering, and at least annually, the City shall fully disclose its financial position and fiscal management practices.

7.1C.1c. Generally, the method of financing selected for debt retirement should be based on who will benefit and who should pay for the cost of improvements. The following are guidelines:

1. Ad Valorem Taxes - For improvements of community-wide benefit and use, such as general municipal buildings and parks, when approved by the voters.
2. Enterprise Revenues - For non-lateral water and sewer improvements and golf course improvements.
3. Assessments - For new subdivision improvements and for City improvements where the Council has determined that a specific benefitting group should be responsible for payment.
4. Tax Increment - For improvements required to increase future tax base and where rehabilitation or redevelopment is required.
5. General Revenues - Where backing by the full faith and credit of the City is needed. General revenues shall not be used as primary backing for any bond issue.

7.1C.1d. Encourage pay-as-you-go financing of capital improvements where feasible.

Goal 7.1D Accounting System: Maintain a system of accounting which makes it possible to show that all applicable laws have been met; that fully discloses the City's financial position and results of financial operation of all of the City's fund and account groups; and that would achieve an unqualified auditor's opinion on each fiscal audit.

Policy 7.1D.1 **Accounting Principles:** Maintain accounting systems and financial management practices in conformance with generally accepted accounting principles.

Action Statements

- 7.1D.1a. Maintain the City's accounting system in such a way as to conform with generally accepted accounting principles established by the National Committee on Governmental Accounting, and so as to result in an unqualified opinion by the City's independent auditor. The Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting should be pursued annually.
- 7.1D.1b. Funds not immediately required to meet expenses shall be invested in such ways as to maximize yield while assuring required liquidity and safety in accordance with the City's investment and Cash Management Policy.
- 7.1D.1c. The accounting system shall provide a mechanism to fund accrued benefits liabilities.
- 7.1D.1d. Maintain internal services funds for employee benefits and for general support services in order to (1) provide a vehicle to assure that the costs of support services are reflected in the operating cost of budgeted programs; (2) encourage cost-effective maintenance and repair of capital equipment; (3) provide a levelling mechanism to equalize expenses for building and equipment maintenance, repairs, and replacement; and (4) fully fund benefits liabilities under direct City control.
- 7.1D.1e. Maintain an integrated accounting and budget system so that production and cost for each objective can be maintained and evaluated.
- 7.1D.1f. Maintain sound appraisal procedures to keep property values current.
- 7.1D.1g. Prepare and provide the City Council with periodic summary financial reports, by fund, comparing actual revenues and expenditures to budgeted amounts.
- 7.1D.1h. Establish a rental rate charging structure for all general services programs.

Policy 7.1D.2 **Internal Controls:** Maintain financial integrity and provide assurance that adequate internal controls are in place.

Action Statements

- 7.1D.2a. Conduct periodic financial, operational, and management audits to assure that adequate internal controls exist and that management

practices are in compliance with Federal, State, and City rules and regulations.

7.1D.2b. Maintain an internal audit program as a management tool.

Goal 7.1E. Purchasing System: Maintain a centralized system for the effective and efficient purchasing of goods and services.

Policy 7.1E.1 Purchasing Practices: Maintain a purchasing system in conformance with generally accepted purchasing practices.

Action Statements

7.1E.1a. Provide for competitive bidding whenever possible.

7.1E.1b. Provide for the use of other processes whenever the obtaining of competitive bids is impractical, impossible, incongruous, or unavailing.

7.1E.1c. Maintain an efficient and effective system of inventory management for City-stocked items, and for sale or disposal of surplus items.

7.1E.1d. Disseminate "state-of-the-art" information to user departments, and assist users to take advantage of the latest technology to enhance cost-benefit.

7.1E.1e. Utilize sophisticated concepts and techniques to improve the cost-effectiveness of purchasing.

Community Participation Sub-Element

Introduction

The goal of citizen participation in Sunnyvale is to achieve a community in which residents and businesses are able to effectively shape both their future and the future of their city. Community participation is an essential method for local government to identify and respond to citizens' concerns and needs, and therefore enhance the delivery of municipal services and policy making processes.

Although City Hall has been a focus of community participation in the past, the City is establishing new approaches to improve the interaction between citizens and government. Budgetary considerations and growing public distrust in government in general make community participation an increasingly important component of government activities. These considerations also require the transformation from a more passive approach to community participation to a more active one. In order to communicate effectively with citizens, local government must become part of an information network of relationships which includes City Hall, residents, community-based organizations, business and industry, schools, and non-profit organizations.

In the future, the City will continue to increase its emphasis on the creation and maintenance of partnerships with individuals and organizations to help facilitate self-resolution of issues and addressing of needs within the community by those affected by them. Resource, constraints, however, will require continuing evaluation of community participation activities and materials to ensure the most productive use of time and money.

The purpose of this Sub-Element of the Sunnyvale General Plan is to establish for the twenty-first century a comprehensive foundation for community participation in Sunnyvale. This document is an update of the Community Participation Sub-Element adopted in 1983. Many of the goals, policies and action statements contained in that plan are still relevant considerations for community participation today. New directions for citizen participation will be based on actions, policies and precedents created in the past, but will be modified to meet goals for the future.

Following an analysis of community characteristics and trends affecting participation, the Sub-Element focuses on five interrelated areas of citizen participation which represent a continuum; each section addresses a level of community participation based on achieving the public information and involvement goals articulated in the previous sections. The organization of the Sub-Element is based on the premise that the first step towards citizen participation is education, followed by overall involvement of residents and businesses in the community which can lead to effective involvement in the City's policy making processes. Community participation then enhances City services and heightens the sense of the community's identity. The five topic areas are discussed in greater detail below:

Community Education: An informed community is the first step towards effective citizen participation. Communication between City Hall and residents and businesses is the first, and one of the most important steps in building trust between citizens and local government. Citizens need comprehensive and usable information about City programs, services and policy making processes in order to effectively participate in governmental processes.

Community Involvement: Involvement of citizens in their community and local government helps enable the City to effectively meet the needs of its residents. Active participation by citizens develops a sense of commitment to the community and its improvement. The importance of community-wide involvement increases as the community becomes more diverse and fragmented. Citizens have a variety of opportunities to become involved in their community through local government and community-based organizations. Involvement supports the exchange of information in the community, which in turn supports involvement. Together, they support the development of grass roots solutions to community problems.

Policy Making and Program Planning: Citizens also have a range of opportunities to participate in local governmental policy making and program planning. Citizen input in the decision making process is crucial in order to ensure that City programs and policies reflect the needs and goals of the community. Community input in policy making and program planning requires a genuine commitment on the part of both the City and the public to devote time and energy to effective participation. It also requires the development of relationships built on trust among the stakeholders of the community, and understanding of the limits of government.

Service Delivery: The actual delivery of municipal services is a primary arena of contact between citizens and City Hall. The level and quality of access to City staff, services and documents affects the extent to which residents are involved in their community, feel that local government serves their needs, and are able and willing to participate in civic affairs.

Community Identity: The strength and nature of a city's identity affects its citizens' sense of commitment and belonging to their community. Citizens must identify with their community in order to be willing to participate in the formation of its future and for local government to serve the citizens' needs. The development of a positive and healthy identity therefore reinforces the ability of community institutions and citizens to become involved, stay informed, and work towards common community goals.

Major Facts and Findings

Socioeconomic conditions and trends will affect the future nature and level of community participation in Sunnyvale. Maintaining awareness of and addressing the effects of these trends will allow the City to more effectively solicit citizen input, create partnerships with the community, and serve residents' and businesses' needs in light of their changing relationships with one another and with local government.

Age

As in other parts of the country, the proportion of seniors in the population is expected to continue growing well into the next century. This trend may bring issues such as cost, accessibility and availability of services to the forefront of community participation priorities. At the same time, the number of children in school is again increasing after a fifteen year period of declining enrollments.

Ethnic Diversity

Sunnyvale's population is becoming increasingly diverse. The growing number of residents from a variety of racial and cultural backgrounds requires a more diversified approach to

community participation programs, recruitment of representatives for City advisory groups, and provision of information. The widening scope of residents' needs creates a challenge for the City to develop opportunities to encourage participation of all residents in the community.

Family Structure

Sunnyvale's growing number of single parent families and families with two working parents indicates that community members may not have as much time for community participation as they did in past decades. In addition, many residents do not live in what once were considered "traditional" families. This trend will affect the issues which stimulate community participation and the types of communication with citizens which may be effective.

Economy

Although Sunnyvale experienced considerable economic growth in the 1980's, by the end of the decade the combination of recession, economic restructuring, and statewide governmental finance constraints began limiting resources available to local government. In this context, resources for community participation and other City services will need to become more focused and less costly. Residents and businesses have begun to take on greater responsibility for functions traditionally provided by local government, and this trend will continue.

Technology

Widespread use of personal computers and growth of telecommunications technology over the last 15 years has affected the nature of communication between citizens and City Hall, and will continue in the future. New communications technologies will provide new opportunities and challenges for coordination and communication within the community and may create new forums for citizen participation. The "information superhighway" concept will lead to wider use of technology for communication and information access, and will integrate telecommunications, databases, and a wide range of information services. Investment in technology, however, will need to be balanced with its ability to produce efficiently and effectively, rather than merely adding to costs.

Community Education

Sunnyvale is committed to informing the community about local government issues and programs in order to provide citizens with the background needed to participate effectively. In addition, community education provides a starting point for communication between citizens and City Hall. The City has identified several directions for community education in the future.

Community Networks

Community networks provide an opportunity to inform citizens in a cost effective and comprehensive manner. In the future, strengthening partnerships with neighborhoods and community-based organizations would develop forums for communication and information exchange between residents and the City as well as among individuals and organizations in the community.

Publications

Informational publications will continue to be a widely used medium for information dissemination. Changes in technology and increased awareness of the needs of all segments

of the population will create a challenge for more effective use of this method for community education.

News Media

Coverage of Sunnyvale issues and services in the news media reaches a wide spectrum of the population in a cost-effective manner. This coverage is limited by the range of circulation of print and broadcast media, as well as the competition for space and time in required media. The City will continue to support open and responsive relationships with the news media to achieve effective communication with the public.

Appropriate Technology

Growth and increasing availability of high technology forms of information distribution such as cable television and telecommunications systems (including "audiotext" telephone services and electronic mail), present a new challenge to the City to identify the appropriate levels of use. These methods of information distribution and coordination have the potential to be tremendously effective for communication and education, but may create problems related to access and cost/benefit considerations.

Community Involvement

Community Involvement strengthens citizens' commitment to the community, increases the level of information exchanged about problems and opportunities, and enhances community-based problem solving. The City directly encourages citizen involvement in several areas.

Volunteerism

Use of volunteers provides the City with a method to leverage its ability to provide services to the community. For citizens, volunteering in local government represents an opportunity to become more knowledgeable about local government and their communities, and to build skills and gain experience. Volunteers also provide the City with an important source of contact with citizens, which contributes to information sharing between staff and the community.

Community Organizations

Partnerships with community based organizations allow the City to broaden the scope of local community involvement and mutual support and problem solving. As the role of local government changes and limited financial resources constrain its ability to serve the community, productive relationships with a wide range of grass-roots organizations, nonprofit services and interest groups will become both effective and essential for cities and citizens to address issues in the future. The City will explore new opportunities to create partnerships with citizens and facilitate organization and communication among them through cooperation and support of community organizations.

Neighborhoods

Municipal services affect neighborhoods directly, and the quality of life in neighborhoods is the product of active residents and municipal commitment at high levels of cooperation. Coordination of a range of public services affecting neighborhoods, such as public safety, public works, and neighborhood preservation will contribute to more effective use of resources and information by the City, as well as support for healthy neighborhood networks of citizens.

Local Government and Schools

Increasing the awareness of and involvement in local government in schools can improve the likelihood that students will be active participants in municipal affairs throughout their lives. In the future, the City would like to enhance communication with school districts and teachers to improve the presentation of information about local government and citizen responsibilities in schools.

Employers and Employees

Sunnyvale has a significant daytime population of workers, many of whom do not live in the City. As a recipient of City services and a party affected by City policies, Sunnyvale's business community is an integral component of community participation. The City will need to explore partnerships with business in the future to optimize employer and employee involvement in the community.

Philanthropy

Sunnyvale's companies are in a position to be active partners in addressing community issues and improving the quality of life for residents and their employees. Business philanthropy can take the form of volunteer programs, involvement in policy making and service delivery, and corporate giving. Innovative partnerships between the City, corporations and community organizations will grow in importance as each partner looks for effective solutions to provide greater leverage of resources to meet community needs.

Policy Making and Program Planning

Citizen input in policy making is one of the most challenging and important elements of community participation. Based on a well-informed and committed citizenry, public participation is crucial to the formation of policies and programs which reflect the goals of the community and addresses the needs of residents and businesses, and balances services with available resources. Effective community participation in policy making and program planning requires significant commitment on the part of citizens and the City, but provides significant payoff in terms of responsive policies and services which receive public support.

Boards and Commissions

Boards and commissions are a direct form of citizen involvement in City policy making and program planning. Due to the need for boards and commissions which adequately and effectively represent the community during decision making processes, recruitment and training of board and commission members will be special areas of focus in the future.

Public Input

Maintaining an open dialogue between citizens and staff on policy issues is an important component of a relationship of trust between the City and the community. For issues of high sensitivity or those which affect significant portions of the population, the City provides affected citizens with the opportunity for direct input. Public input in policy making provides the City with an additional opportunity to enhance communication and maintain contact with the community through staff, residents and community organizations.

Service Delivery

For many citizens, their primary contact with local government is through City services. Their experiences with City services will affect their perception of City Hall, for good or bad. Positive encounters with good customer service from the City helps create a civic environment which can encourage further citizen involvement.

Accessibility

Accessibility of City facilities, programs, services, officials and staff is a primary factor in maintaining an environment which is conducive to community participation. Inaccessible locations and information can make it difficult or impossible for citizens to receive municipal services and participate in programs, thus weakening both the City's ability to provide necessary services and individuals' ties to the community. The City's goal is to make City programs and services accessible to appropriate populations in order to increase citizens' ability to participate in the community. At the same time, the City's ability to meet the ever-increasing demand for services will be limited. Community participation activities have the potential to create demand which cannot be met, and the City will need to clarify and focus its efforts with these results in mind.

Citizen Feedback

Encouraging feedback from citizens and being responsive to their concerns are important factors in creating a positive environment for local government. These considerations are also central to Sunnyvale's orientation towards customer service. Evaluation of appropriate response mechanisms such as opinion surveys and feedback questionnaires is an ongoing task for City staff to keep up with changes in community conditions.

Community Identity

Citizens must have a sense of the community to which they belong before they are willing to become involved. Sunnyvale's goal in enhancing and promoting its identity is to foster greater citizen involvement in their community. Greater involvement empowers the community and creates civic pride. These in turn support a greater level of involvement which reflects the needs, goals and character of its residents.

Community Recognition and Events

Recognition of individuals and City achievements helps create a positive attitude towards local government and encourages greater community involvement. Citizen achievements are recognized at the annual State of the City event which, along with special events held by departments throughout the City, provides a forum for bringing citizens together and celebrating the Sunnyvale community. Events, activities and promotions that contribute to both individual and community recognition are opportunities to develop and strengthen a positive identity and reputation for Sunnyvale, which then can help support other City and community goals.

Goals and Policies

Goal 7.2A Achieve a community in which citizens and businesses are informed about local issues and City programs and services.

Policy 7.2A.1 Use community and business organizations and networks as a resource for community education and outreach.

Action Statements

7.2A.1a. Encourage the development of and support community organizations and networks for public information.

7.2A.1b. Provide community organizations and networks with and encourage distribution of information regarding City events, programs and services.

7.2A.1c. Work with local institutions, school districts, and other public agencies to develop informational networks serving the community.

Policy 7.2A.2 Publish and distribute information regarding City programs and services, City Council actions, and policy issues.

Action Statements

7.2A.2a. Produce a periodic comprehensive publication on City affairs that is distributed to all City residents and businesses.

7.2A.2b. Identify citizens, community organizations and businesses affected by significant City actions and decisions and ensure that they receive timely and appropriate information about participation in the decision-making process.

7.2A.2c. Evaluate periodically City public information materials, activities and plans, using surveys, focus groups, or other means to assess effectiveness, minimize duplication, maximize cost-effectiveness of information distribution, and respond to community needs.

7.2A.2d. Assess periodically the impact of public information materials and activities about City programs and services on public demand for City services, especially for those which are not self-supporting.

7.2A.2e. Provide outreach and staff involvement through mechanisms such as a speakers' bureau to provide information to community organizations.

7.2A.2f. Develop and regularly update a coordinated database for information distribution.

Policy 7.2A.3 Encourage comprehensive media coverage of City actions, services and programs.

Action Statements

- 7.2A.3a. Provide news media with timely and comprehensive information regarding Council actions and City information of interest to the general public.
- 7.2A.3b. Assist the news media in receiving information and access to the City Council, staff, and documents for the coverage of City issues.
- Policy 7.2A.4 Identify communications media and telecommunications technology which are appropriate and cost effective to provide information to and access for the community.

Action Statements

- 7.2A.4a. Monitor telecommunications technology and policy developments and evaluate their potential impact on cable television programming and other public information activities to improve communications, reduce duplication of effort, and enhance cost-effectiveness.
- 7.2A.4b. Develop a telecommunications policy to guide utilization of technology for public participation and citizen involvement.
- Goal 7.2B Achieve a community in which citizens and businesses are actively involved in shaping the quality of life and participate in local community and government activities.
- Policy 7.2B.1 Plan for and encourage citizen involvement in the development and implementation of City and community programs and services.

Action Statements

- 7.2B.1a. Continue to provide support citizen participation in City programs and services and develop materials to assist involvement.
- 7.2B.1b. Promote involvement of businesses in community activities and services.
- 7.2B.1c. Work with local school districts and community organizations to encourage student involvement in local government and community activities and issues.
- 7.2B.1d. Promote public awareness and understanding of financial and other constraints on municipal services, and involve citizens to identify solutions which balance public demand for services with the limited resources available.
- Policy 7.2B.2 Encourage citizen volunteerism in community affairs.

Action Statements

- 7.2B.2a. Continue to evaluate the use of volunteers as a method of maintaining and/or enhancing municipal service delivery and as a means for building a stronger community.
- 7.2B.2b. Identify opportunities for citizens and mechanisms for volunteers to maintain and/or enhance City programs, services and communication, as well as other community efforts.
- 7.2B.2c. Publicly recognize citizen involvement, contributions and achievements.
- 7.2B.2d. Support City and corporate employee involvement in community activities.
- 7.2B.2e. Support community efforts to implement effective volunteerism.
- Policy 7.2B.3 Support local and neighborhood organizations and strengthen contacts between the City and community groups.

Action Statements

- 7.2B.3a. Identify and strengthen contacts between the City and community organizations.
- 7.2B.3b. Coordinate City neighborhood programs and outreach to improve support, communications and effectiveness.
- 7.2B.3c. Create or support the development of a directory of community organizations.
- Policy 7.2B.4 Encourage and support the development of greater community self-reliance for problem solving through effective community and neighborhood organizations.

Action Statements

- 7.2B.5a. Identify and support mechanisms to strengthen the capability of community organizations to achieve community-wide goals.
- 7.2B.5b. Encourage grass-roots efforts to identify and develop solutions for community problems.
- Policy 7.2B.5 Foster partnerships and relationships among public institutions, business and industry, community and service organizations, and the City to address community issues.

Action Statements

- 7.2B.4a. Support communication among various segments of the community to create and strengthen relationships.
- 7.2B.4b. Identify and build on opportunities for partnerships between the City and the community which can leverage resources to meet community needs.
- 7.2B.4c. Facilitate the development of relationships and partnerships among community organizations and the business community to achieve community goals.

Policy 7.2B.6 Encourage citizen contributions and business volunteerism, involvement and philanthropy to support community programs and activities.

Action Statements

- 7.2B.6a. Seek opportunities for the City to be a catalyst to increase the frequency, amount and impact of contributions from citizens, community organizations and businesses.
- 7.2B.6b. Facilitate the ability of businesses to support or supplement public resources to achieve community goals.
- 7.2B.6c. Publicly recognize business community involvement, contributions and achievements.

Goal 7.2C Assure that City services, programs and policy decisions are responsive to community input and feedback while recognizing the limits to the City's ability to expand municipal services.

Policy 7.2C.1 Plan for and encourage an appropriate cross-section of the community when obtaining public input for policy decisions.

Action Statements

- 7.2C.1a. Develop specific criteria and plans to obtain a diversity of representation in citizen participation activities.
- 7.2C.1b. Encourage a diverse pool of applicants for membership on boards, commissions and task forces to reflect the appropriate cross-section of the community.

Policy 7.2C.2 Ensure that appropriate and effective public notification and access, in accordance with City Council policies, are provided to enhance meaningful community participation in the policy making process.

Action Statements

- 7.2C.2a. Notify appropriate citizens and community groups about opportunities for involvement in policy making and program planning.
- 7.2C.2b. Ensure that all public board, commission and Council meetings provide an opportunity for public input and involvement.
- 7.2C.2c. Provide opportunities for the private sector to participate in the development of relevant public policy decisions.
- 7.2C.2d. Ensure that public notification measures are proportionate to the magnitude and public sensitivity of issues, in addition to the minimum legal and policy requirements for notification and access.
- Policy 7.2C.3 Use City staff as facilitators to promote and enhance community involvement in policy making and program planning.

Action Statements

- 7.2C.3a. Identify opportunities and develop appropriate plans for City personnel to meet and interact with citizen and community groups regarding City issues.
- 7.2C.3b. Prepare and train staff to effectively solicit community feedback for use in policy making and program planning.
- Policy 7.2C.4 Assure that citizens and organizations are actively involved in the identification of community needs and the development of solutions.

Action Statements

- 7.2C.4a. Enhance the ability of board and commission members to act as key policy advisors to Council through orientation, training, and communication.
- 7.2C.4b. Develop appropriate community involvement plans and document community involvement for policy making and planning processes.
- 7.2C.4c. Establish community task forces to advise the City on issues when appropriate.
- 7.2C.4d. Assist citizens and community organizations in seeking community-based solutions where appropriate, rather than those led and financed by government.
- Policy 7.2C.5 Provide opportunities for community input and monitor feedback.

Action Statements

- 7.2C.5a. Identify appropriate citizen feedback mechanisms to provide the optimal level of community input in public decision making.
- 7.2C.5b. Evaluate public involvement measures to ensure their utility as policy making and program planning tools.
- 7.2C.5c. Use surveys to determine community awareness and opinion concerning local issues and to provide information for policy and program planning.
- Goal 7.2D Assure that all citizens have reasonable access to City information, services, programs, policy makers and staff within budgeted resources.
- Policy 7.2D.1 Assess community needs in provision of and access to City services.

Action Statements

- 7.2D.1a. Develop mechanisms to assess community needs in provision of services.
- 7.2D.1b. Monitor legislative and regulatory trends regarding citizen access and public information issues.
- Policy 7.2D.2 Provide opportunities for all citizens and organizations to successfully interact and do business with the City.

Action Statements

- 7.2D.2a. Continue to provide and support a central information center in City Hall to assist citizens in locating and using City services.
- 7.2D.2b. Continue a high level of community awareness of City services and programs.
- 7.2D.2c. Develop mechanisms to evaluate the impact of marketing efforts on the public demand for services and the City's ability to deliver them.
- Policy 7.2D.3 Provide reasonable and fair citizen access to information and services within budgeted resources.

Action Statements

- 7.2D.3a. Review City service levels to provide reasonable and cost effective access to City facilities, programs and services.
- 7.2D.3b. Respond in a timely manner to all citizen inquiries or concerns regarding City services.

- 7.2D.3c. Provide appropriate language translation assistance and translated materials to citizens seeking City services.
- 7.2D.3d. Enhance the ability of City programs and staff to serve community diversity.
- 7.2D.3e. Develop suitable customer feedback mechanisms for City programs to use to assess quality and customer service issues and opportunities for improvement.

Goal 7.2E Create a strong, positive community identity.

Policy 7.2E.1 Encourage public and professional recognition through awards and promotion of significant accomplishments and innovations.

Action Statements

- 7.2E.1a. Identify opportunities for local, state and national recognition of City achievements, innovations, personnel, and programs and services.
- 7.2E.1b. Maintain a commitment to continuous improvement of City programs and services.

Policy 7.2E.2 Encourage celebrations of community and projects which focus on the character, diversity and quality of Sunnyvale.

Action Statement

- 7.2E.2a. Sponsor and support community special events which strengthen a positive community identity.

Policy 7.2E.3 Take an appropriate active role in regional, state and national activities.

Action Statement

- 7.2E.4a. Exchange ideas and innovations with other communities.
- 7.2E.4b. Facilitate the exchange of technical assistance between the City and other agencies and the private sector.

Legislative/Management Sub-Element

Major Facts and Findings

The primary mission for the City of Sunnyvale is to provide efficient and effective delivery of municipal services to its residents and businesses. Policies designed to meet community needs, and procedures to implement them help assure that community needs are met. The City operates under the council-manager form of government. This form places policy making authority in the hands of the City Council, and responsibility for implementation of City activities rests with the City Manager. The City Attorney provides legal services to the City Council, Boards and Commissions, and staff in accordance with the City Charter.

Sunnyvale's management system, the Planning and Management System (PAMS) coordinates policy-making and administration through integration of such tools as long range policy planning, a program performance budget system, a computerized management information system, and a performance audit system. The General Plan serves as the basis for long and short term planning and management of all City activities. The utilization of the City's resources are planned over a long period of time, which allows the implementation process to remain stable and capable of coping with short term fluctuations in the economy. The Planning and Management System is a comprehensive management tool. Through goal setting, individual expectations are defined and provide a framework for feedback and measurement of goal attainment. The system also provides a mechanism to determine progress toward improving ways to deliver service.

The City Council, as the City's policy-making body, establishes the City's direction. The Council reviews and adopts policies, ordinances and resolutions. Policies are initiated, through the PAMS system, by Council, advisory boards and commissions, citizens and staff. Issues are placed into priority by the Council, and scheduled for consideration. Each issue is evaluated and reviewed by staff and relevant Boards or Commissions, and presented to Council for consideration.

Once policies are established, the task of implementing those decisions and policy issues begins. A key mechanism for policy implementation is the budget. Sunnyvale's budget is service oriented, which means that it focuses on the level of service and how much the service costs. Sunnyvale utilizes an annual budget (spending plan), a two year operating budget and a ten year planning budget that includes operating costs, debt financing and capital improvements. The operating program managers are responsible for meeting the service objectives set by the Council (and reflected in the budget) through the day-to-day decisions as to how to provide services to the community with the resources allocated.

In addition to legislative decision making process and general management, the City requires support activities that are critical in assuring service delivery. Sunnyvale's support services include legal services, personnel services, risk and insurance management, information services, equipment and building maintenance, and administrative and legislative policy support. The City's support services provide a vital link to effective service delivery by facilitating the attainment of budgeted service goals for programs that directly serve the public.

Goals and Policies

Goal 7.3A. Assess Community Conditions, and make appropriate changes to long-range, mid-range, and short-range plans.

Policy 7.3A.1. Utilize the General Plan as the City's principal long-range planning tool, utilize the Resource Allocation Plan as the City's principal mid-range planning tool and utilize the Legislative Calendar as the City's principal short-range planning tool.

Action Statements

7.3A.1a. Link the Resource Allocation Plan and the Legislative Calendar with the Goals, Policies and Action Statements of the General Plan.

7.3A.1b. Monitor and assess Community Conditions on an on-going basis, and adjust long-range, mid-range and short-range plans to reflect the changing conditions.

7.3A.1c. Review and update each General Plan Sub-element approximately every 5 years.

7.3A.1d. Maintain the resource Allocation Plan as a 10-year planning budget, 2 - year budget plan, and 1 year operating budget.

7.3A.1e. Annually evaluate City performance and prepare an Annual Performance Report.

Policy 7.3A.2. Establish Advisory Committees, and Boards and Commissions as necessary to assist Council in planning and policy development.

Action Statements

7.3A.2a. As community conditions change, add, delete or change non-charter boards and commissions as necessary.

7.3A.2b. Provide appropriate orientation and training to board and commission members.

7.3A.2c. Have Boards and Commissions participate in the Planning and Management system, including budget issues, legislative issues and other related matters.

7.3A.2d. Adopt an annual workplan for Boards and Commissions consistent with Council priorities.

Goal 7.3B. Assure that City policy is established, documented and enacted according to established procedures and legal principles.

- Policy 7.3B.1. Periodically conduct Charter reviews to recommend appropriate changes to the Charter.
- Policy 7.3B.2. Maintain official records of City action and policy in a retrievable manner, according to legal convention.
- Policy 7.3B.3. Prepare and update ordinances to reflect current community issues and concerns in compliance with State and Federal laws.

Action Statements

- 7.3B.3a. Update the Municipal Code at least annually to reflect new and changed ordinances.
- 7.3B.3b. Consider changes to ordinances to reflect changes in community standards and State and Federal laws.
- Policy 7.3B.4. Conduct elections in accordance with the Charter and State laws.

Action Statements

- 7.3B.4a. Consolidate elections whenever possible.
- 7.3B.4b. Provide voters with information about election procedures and candidates.
- 7.3B.4c. Provide Council candidates with information to inform them of current City issues.
- 7.3B.4d. Explore ways to increase voter turnout in local elections (e.g. mail ballots).
- Goal 7.3C. Participate in intergovernmental activities, including national, state, and regional groups in order to represent the City's interest, influence policy and legislation, and enhance awareness.

- Policy 7.3C.1. Represent adopted City policy in intergovernmental activities.

Action Statements

- 7.3C.1a. Adopt policy guidelines for intergovernmental representation.
- 7.3C.1b. Adopt City policy on intergovernmental matters.
- Policy 7.3C.2. Provide adequate staff support to Council members serving on intergovernmental groups.

Action Statements

- 7.3C.2a. Monitor State and Federal legislation affecting the City and provide current information to Council.

- 7.3C.2b. Provide Councilmembers serving on intergovernmental assignments with appropriate staff support.

Goal 7.3D. Maintain a quality workforce consistent with laws, the Charter, and adopted policies in order to assure that City services are provided in an effective manner.

Policy 7.3D.1. Maintain a recruitment and selection process that ensures a highly competent workforce.

Action Statements

7.3D.1a. Maintain a competitive pay and benefit package for employees.

7.3D.1b. Fill vacant positions in a timely manner.

7.3D.1c. Assure that selection process complies with legal requirements.

7.3D.1d. Select candidates based on merit and fitness.

7.3D.1e. Maintain the management pay-for-performance system.

Policy 7.3D.2. Strive to develop a workforce that reflects the composition of the community labor force.

Action Statements

7.3D.2a. Monitor and maintain workforce composition data.

7.3D.2b. Actively recruit women and minorities for City vacancies.

7.3D.2c. Maintain non-discrimination standards.

Policy 7.3D.3. Train and develop employees to enhance job performance.

Action Statements

7.3D.3a. Provide skills training to enhance job performance.

7.3D.3b. Provide opportunities for professional development of employees.

7.3D.3c. Encourage promotability within the organization.

7.3D.3d. Maintain and communicate City policies, work standards and other regulations to all employees.

7.3D.3e. Maintain a system of documenting work expectations and evaluating employee performance.

Goal 7.3E. Provide appropriate facilities and equipment in order to ensure that City employees function in a safe, effective manner.

Policy 7.3E.1. Maintain facilities and equipment in a clean, safe, cost-effective manner.

Action Statements

7.3E.1a. Budget for new equipment and replacement in the 10-year plan.

7.3E.1b. Repair and restore equipment and facilities in a timely manner.

7.3E.1c. Utilize equipment that will enhance the productivity of employees.

Goal 7.3F. Investigate and implement productivity improvements in order to enhance the effectiveness of service delivery.

Policy 7.3F.1. Maintain a productivity improvement program to serve the organization.

Action Statements

7.3F.1a. Seek means of reducing costs of providing services while maintaining adequate quality.

73F.1b. Improve energy efficiency of City facilities and equipment.

Goal 7.3G. Provide legal services to Council, staff, and Boards and Commissions in order to assure compliance with state and federal laws, City Charter and Municipal Code and ensure that City programs and policies are effectively implemented.

Policy 7.3G.1. Maintain adequate legal counsel to support City activities.

Action Statements

7.3G.1a. Provide legal counsel at Council meetings, Board and Commission meeting as warranted.

7.3G.1b. Provide legal opinions requested by Council and staff.

7.3G.1c. Provide legal support in a timely manner.

7.3G.1d. Provide legal representation in administrative and court proceedings.

7.3G.1e. Consider methods of increasing efficiency and effectiveness in providing legal services.

Goal 7.3H. Provide risk management insurance programs and appropriate policies in order to minimize damage and liability exposure consistent with adopted policies.

Policy 7.3H.1. Minimize liabilities, risks and damages to the extent possible, pursuant to adopted policies.

Action Statements

7.3H.1a. Maintain an active Risk and Insurance program.

7.3H.1b. Maintain City assets in good condition.

7.3H.1c. Aggressively defend claims against the City where appropriate.

7.3H.1d. Maintain and correct safety hazards in a timely manner.

7.3H.1e. Train staff in safety matters.

Policy 7.3H.2. Provide adequate loss protection in a cost-effective way.

Action Statements

7.3H.2a. Consider alternative forms of liability and property coverage.

7.3H.2b. Establish adequate reserves to protect against reasonable losses if insurance coverage is inadequate.

7.3H.2c. Lobby for tort reform which would limit liability to no more than its contributory share.

Goal 7.3I. Provide data processing, communications, records management, and other information management functions in order to facilitate and enhance City operations.

Policy 7.3I.1. Provide cost-effective data processing applications and hardware support in order to address the needs of City departments.

Policy 7.3I.2. Provide and maintain cost-effective communication media that meets the needs of the City.

Policy 7.3I.3. Provide appropriate electronic office support systems and equipment to maximize productivity of office staff.

Policy 7.3I.4. Provide cost-effective printing duplication services that meet the needs of user departments.

Action Statements

7.31.4a. Evaluate and provide most cost effective means to duplicate information through in-house print shop services, copiers, and contract printing services.

7.31.4b. Continue to analyze duplication requests to minimize the number of copies produced to an optimum level.

Policy 7.31.5 Maintain a cost-effective records management system that meets legal requirements, assures adequate retrieval capabilities, and provides for appropriate security.

Action Statements

7.31.5a. Store documents in most appropriate medium to ensure accessibility depending upon the demand for information.

7.31.5b. Ensure all records are made available to the public upon request except for those that are to remain confidential according to law.

7.31.5c. Destroy official records in a timely manner when no longer necessary.

7.31.5d. Maintain records vital to the operation of the City in secure places to allow reconstruction of information in the event of emergency.

Policy 7.31.6. Provide adequate training for information management systems to ensure that the workforce can effectively use the technologies available.



CITY OF SUNNYVALE GENERAL PLAN LAND USE MAP



- RESIDENTIAL**
 - LOW 0-7 D.U./ACRE
 - LOW MEDIUM 8-14 D.U./ACRE
 - MEDIUM 15-27 D.U./ACRE
 - HIGH 28-45 D.U./ACRE
 - MOBILE HOME PARK
- COMMERCIAL**
 - GENERAL BUSINESS
 - CENTRAL BUSINESS
 - NEIGHBORHOOD SHOP
 - OFFICE
- INDUSTRY**
 - INDUSTRY
 - INDUSTRIAL TO RESIDENTIAL LOW MEDIUM
 - INDUSTRIAL TO RESIDENTIAL MEDIUM
- PUBLIC/GOVERNMENT**
 - SWTS SOLID WASTE TRANSFER STATION
 - WPCP WATER POLLUTION CONTROL PLANT
- PARKS**
 - BAYLANDS
 - SCHOOLS
 - NAS MOFFETT

- Freeways**
- Expressway**
- Class 1 Arterial**
- Class 2 Arterial**
- Collector**
- Interchange**
- Planning Area Boundary**
- SPRR**

Date of Adoption: April 19, 1988

Date of Revision	By
APRIL 1988	J.L.
JUNE 1994	MWSD



